



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



May 15, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**30-DAY STATUS OF RECOMMENDATIONS MADE IN THE OCTOBER 18, 2011,  
BOARD OF SUPERVISORS' MEETING REGARDING THE MERRICK BOBB AND  
OFFICE OF INDEPENDENT REVIEW REGARDING THE JAIL SYSTEM**

On October 18, 2011, your Board requested that the Sheriff's Department (Department) report back on the motion to immediately implement the recommendations previously made by Special Counsel Merrick Bobb and the Office of Independent Review. In addition, your Board requested the Department report back on deputy worn video cameras, the status of the Department's hiring practices, sting audits, a force rollout team, and the length of time deputies serve in the jails. Attached is an update on each recommendation from the April 24, 2012, response.

Should you have any questions or require additional information, please contact me or Assistant Sheriff Cecil W. Rhambo, Jr., at (323) 526-5065.

Sincerely,

LEROY D. BACA  
SHERIFF

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
REGARDING THE JAIL SYSTEM

**COUNTY OF LOS ANGELES - SHERIFF'S DEPARTMENT**

The purpose of this document is to provide a status of the recommendations by date and title, prepared by Special Counsel Merrick J. Bobb, the Office of Independent Review, and the Board of Supervisors.

- I. Install surveillance cameras at the Men's Central Jail, the Inmate Reception Center and the Twin Towers Custody Facility within 30 days and develop a plan to purchase and install surveillance cameras at the remaining jail facilities.**

*To date, the Department has installed 705 cameras at Men's Central Jail (MCJ) with 301 currently recording. The Department is on schedule to have the remaining 404 cameras online and recording at MCJ by the end of May 2012.*

*The Department is currently installing cameras at Twin Towers Custody Facility (TTCF) and the Inmate Reception Center (IRC). Currently, ~~313~~ cameras 352 cameras have been installed at TTCF (2 recording), and 17 at IRC (all recording).*

*The attached document (Camera Project Status Report) depicts the Department's current status on camera installation and the projected total of cameras.*

**Data Storage**

*The video storage servers provide storage of video data. They were received and installed in December 2011. The Department is in the process of obtaining Board approval to purchase additional memory. Technicians are analyzing equipment efficiency and quality of resolution as cameras are added to the servers. Several options regarding video storage are being considered in order to meet legal and Board approved requirements for video storage, while also maintaining quality resolution at a reasonable cost.*

*The network upgrade equipment are servers that send the feed from the cameras to the video storage server. This equipment was installed on April 28, 2012.*

**Policy**

*The Department has drafted a new policy regarding video surveillance. The policy is in the final stages of being reviewed by Department executives and County Counsel. The new policy is on schedule to be formally published at the end of May 2012, concurrent with the completion of camera installation at MCJ.*

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
REGARDING THE JAIL SYSTEM

**II. Eliminate the use of heavy flashlights as batons to subdue inmates.**

*The Department and the Association for Los Angeles Deputy Sheriffs (ALADS) came to a mutual agreement regarding the use of flashlights in the jails. The Sheriff has directed and approved a new policy to limit the size and weight of the flashlight. The policy specifies that the flashlights shall not weigh more than 16 ounces, and shall not be more than 13 inches in length. Flashlights longer than 6 inches shall be of plastic or nylon composite material only. It is anticipated that the new policy will be implemented and effective June 1, 2012.*

**III. Eliminate the use of “steel-toe” shoes.**

*Recommendation implemented.*

*On October 24, 2011, the Department made revisions to the existing “Footwear” policy (MPP 3-03/225.00). This policy was published into the Department’s Manual of Policy and Procedures and disseminated to all personnel on February 12, 2012.*

*Research of existing personnel showed that Department personnel have never worn “steel toe” boots in any capacity; however, the Department formally revised the policy to strictly prohibit any use of “steel toe” boots.*

**IV. Revise the Policy on Head Strikes with Impact Weapons to forbid all head strikes, including, but not limited to, head strikes against fixed objects such as floors, walls or jail bars, unless the standard for lethal force has been met.**

*Recommendation implemented.*

*On October 10, 2011, the Sheriff initiated a “Force Prevention” policy (CDM 3-02/035.00) which provides direction for personnel relating to respect based treatment of incarcerated individuals. This policy was published into the Custody Division Manual and disseminated to all custody assigned personnel on November 8, 2011. The policy was then discussed with the ALADS working group in which revisions were made. The revised Force Prevention policy was republished and redistributed to all personnel in the jails on March 19, 2012.*

*On October 26, 2011, the Department made additions to the existing “Unreasonable Force” (MPP 3-01/025.10) policy and the “Activation of Force/Shooting Response Teams” (MPP 5-09/434.05) to strictly prohibit head strikes against a hard object. Unless otherwise handled by the Internal Affairs Bureau (IAB), the Custody Force Response Team (CFRT) responds to all force incidents where any head strike occurs, whether the strike is initiated by personnel, or by contact with floors, walls or other hard objects. The*

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
REGARDING THE JAIL SYSTEM

*"Unreasonable Force" and "Activation of Force/Shooting Response Teams" policies were published into the Department's Manual of Policy and Procedures and disseminated to all personnel on February 13, 2012.*

**V. Rotate Jail Deputies between floors at Men's Central Jail and other jail facilities at no less than six-month intervals.**

*Recommendation implemented.*

*In January 2011, MCJ began rotating their staff no less than every six months. After consulting with ALADS, a new Custody Directive "Mandatory Rotation of Line Personnel in Custody" (12-001) was published and disseminated to all custody personnel on February 17, 2012, mandating the rotation of all Custody line personnel every six months.*

**VI. Enforce the Anti-Retaliation Policy to prevent Sheriff's deputies from retaliating against inmates speaking with legal representatives or inmate advocacy groups or for expressing dissatisfaction with jail conditions.**

*Recommendation implemented.*

*In August 2011, the Department made revisions to the existing "Treatment of Inmates" (CDM 5-12/005.00) policy to prevent deputies from retaliating against inmates. All staff assigned to Custody Division were provided a formal briefing on the revisions to the policy. The briefing began August 4, 2011, and continued for a two-week period. In addition, the Department redistributed the policy on October 25, 2011, for another two-week recurring briefing to ensure each staff member was fully aware of the expectations of the policy and mandated quarterly recurring briefings be conducted.*

*The Department made additional revisions to the existing "Treatment of Inmates" policy in order to separate and create specific orders relating to retaliation against inmates. The Custody Division Manual, "Anti-Retaliation Policy" (CDM 5-12/005.05) mandates that all complaints of retaliation are forwarded to IAB; the Captain of IAB will determine which unit will conduct the investigation. This revised version of the "Treatment of Inmates" policy and the new "Anti-Retaliation Policy" were published and disseminated to all custody personnel on February 27, 2012.*

**VII. Interviews of inmates who make claims of excessive force should not be conducted by, or in the presence of, the deputies or their supervising sergeant involved in the alleged use of force.**

*Recommendation implemented.*

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
REGARDING THE JAIL SYSTEM

*On October, 26, 2011, the Department made revisions to the existing "Use of Force Reporting and Review Procedures" (MPP 5-09/430.00) policy ensuring privacy during force interviews. This policy was published in the Department's Manual of Policy and Procedures and disseminated to all personnel on February 13, 2012.*

- VIII. Interviews of inmates alleging use of force and any witnesses must occur as soon as feasibly possible, but no later than 48 hours of the incident.**

*Recommendation implemented.*

*On October, 26, 2011, the Department made revisions to the existing "Use of Force Reporting and Review Procedures" (MPP 5-09/430.00) policy directing supervisors to immediately conduct interviews. As noted in VII, this policy was published in the Department's Manual of Policy and Procedures and disseminated to all personnel on February 13, 2012.*

- IX. Develop a prioritization process for Use of Force Investigations to ensure that the most severe incidents are completed within 30 days and that all others are completed within 60 to 90 days.**

*Recommendation implemented.*

*The Department developed a CFRT Directive (11-005) that established new criteria for force review in the jails. This ensures that significant force cases, not handled by IAB, are externally evaluated and completed within 30 days. At that time, they are reviewed by the newly formed Custody Force Review Committee (CFRC), which consists of three commanders. The last CFRC was conducted on May 1, 2012, and included oversight by the Office of Independent Review (OIR). The next CFRC is scheduled for May 22, 2012.*

*The Department continues to process the most severe incidents as IAB investigations, which are generally completed within 90 days unless unexpected circumstances arise.*

*The CFRT Directive was published and disseminated to all custody personnel on November 7, 2011. The CFRC policy was published and disseminated to all custody personnel on April 16, 2012.*

- X. Develop a plan for more intense supervision that requires jail sergeants to directly supervise jail deputies, including walking the row of jail cells and floors and responding as soon as possible to any notification of interaction where force is being used on an inmate.**

*Recommendation Implemented at MCJ.*

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
REGARDING THE JAIL SYSTEM

*On October 27, 2011, the Department delivered a letter to the Chief Executive Officer requesting additional supervisory staff in the jails. However, the Department felt it was imperative to immediately increase staffing at MCJ.*

*Effective November 6, 2011, 19 sergeants were added to MCJ's current staffing to ensure the appropriate supervision was in place. These items were removed from other critical areas within the Department and deployed to cover both Day and PM shifts. There are now 2 sergeants assigned to 2000, 3000, 4000, 5000, and 9000 floors, and a full-time sergeant is dedicated to 1700/1750. All sergeants were briefed on the expectations to be visible and actively monitoring activity on the floor at all times. In addition, the Department is working on "duty statements" for all custody personnel to ensure they have a full understanding of the expectations of their assignment.*

- XI. Immediately mandate that all custody medical personnel report all suspicious injuries of inmates to the Internal Affairs Bureau or the Captain of the jail facility where the inmate is housed.**

*Recommendation implemented.*

*On October 26, 2011, the Department's Medical Services Bureau revised the "Injury/Illness Report - Inmate" policy (M206.09) to include a provision requiring medical staff to advise the facility watch commander in the event an inmate reports/alleges that their injuries are the result of force used by a Department employee. This policy was disseminated to all medical personnel on October 26, 2011.*

- XII. Report back on the role of the new jail commanders and how they will be used to reduce jail violence.**

*As reported to the Board on November 1, 2011.*

*Since the implementation of efforts by the CMTF to reduce jail violence, and associated use of force incidents, total significant uses of force continue to decline, when compared to years prior. Two documents are attached relating to force incidents in the jails:*

- Force Used by Month – Significant force vs. Less significant force*
- Force Year to date – 2007 to 2012*

*The Department completed a comprehensive six month status update which highlights jail related reforms set forth by the Department (see attached).*

RECOMMENDATIONS BY MERRICK BOBB AND OFFICE OF INDEPENDENT REVIEW  
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*The jail commanders continue to work with each custody unit to accomplish the goals set forth by the Sheriff.*

*The jail commanders oversee the operations of the CMTF, comprised of five commanders, eight lieutenants, eight sergeants, and four support staff. The lieutenants, sergeants, and support staff are all items that were removed from critical units within the Department and deployed to this task force.*

*The CMTF Mission is to assess and transform the culture of the custody facilities in order to provide a safe, secure learning environment for our Department personnel and the inmates placed in the Department's care. The CMTF's purpose is to empower Department personnel to provide a level of professionalism and serve the needs of inmates consistent with the Department's "Core Values."*

*The CMTF's responsibilities and goals include promoting community trust, reducing jail violence by changing the deputy culture of the custody environment, encouraging respect based communications with inmates, reviewing and implementing new training for staff assigned to the jails, preparing and revising all directives/policies necessary to implement Special Counsel Merrick Bobb/OIR recommendations, analyzing force incidents, and developing and implementing a custodial career path.*

*The eight lieutenants work directly in accomplishing the goals set forth by the Sheriff and commanders. The eight sergeants are comprised as a jail force "roll-out" team (CFRT) who oversee, mentor, and review all significant force cases that meet a particular criterion, yet do not rise to the level of an IAB investigation.*

- XIII. Sheriff to work with the Chief Executive Office to immediately study the feasibility of purchasing Officer Worn Video cameras for all Custody personnel to use, to identify potential funding for this purpose, and develop appropriate policies and procedures for the use of these cameras. Policies should include a requirement that custody personnel record all interactions with inmates, including Title 15 checks, any movement throughout the jail facilities and any use of force. Each failure to record or immediately report any use of force against inmates must be appropriately disciplined.**

*As reported to the Board on March 13, 2012.*

*The Department is conducting a six month "Proof of Concept" in order to determine whether there is a practical use for Personal Video Recording Devices (PVRD) in Custody Division.*

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*The Department has received and issued 30 PVRD's for the pilot program. The CMTF drafted a guideline and conducted training for the volunteer deputies involved in the program. The pilot program began on February 26, 2012, and will be re-evaluated in six months. The PVRD's are worn by deputies interacting with inmates at MCJ and TTCF.*

**XIV. Consider the feasibility of targeted and random undercover sting operations performed in custody facilities to ensure deputies are working within policy.**

*As reported in closed session.*

*The Sheriff discussed this motion during the November 1, 2011, closed session meeting.*

**XV. Consider a "roll-out team" to investigate when there is a use of force in a custody facility.**

*Recommendation implemented.*

*Beginning November 2011, the Department created the CFRT, comprised of eight sergeants and a lieutenant, who are tasked with responding to selected custody facility force incidents.*

*The CMTF created a set of criteria that mandate facility watch commanders to contact the CFRT and request a response. The CFRT sergeant will oversee and assist in the force documentation for the facility. In the course of reviewing the incident, the CFRT sergeant shall give specific direction to the handling supervisor. If any policy violations are discovered, the CFRT will immediately assume responsibility of the force investigation and initiate an IAB investigation.*

*All incidents requiring a CFRT response will be reviewed by a newly formed CFRC comprised of three commanders assigned to Custody Division. The CFRC has the authority to order additional investigation, make recommendations, or request an IAB investigation if there appears to be a possible violation of Department policy. Since the implementation of the CFRT, they have responded to 45 incidents.*

**XVI. Report back in 30 days on the hiring standards for deputy sheriffs and how they changed during the last hiring push.**

*Recommendation completed - a full report on the hiring standards was provided in the November 1, 2011, letter.*

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**XVII. Consider a two-track career path for deputies, patrol deputies and custody deputies.**

*Feasibility study ongoing.*

*On December 16, 2011, members of the CMTF concluded an extensive two-month study, which analyzed different methods of implementing a two-track career path within the LASD. Study results and CMTF recommendations have been presented to the Chief Executive Office (CEO), ALADS, Professional Peace Officers Association, and at the Public Safety Cluster Agenda Review (CAR) meeting on February 8, 2012. The Department will be working with the CEO toward implementation of this proposal.*

**XVIII. Review existing policy of assigning new deputies to custody functions, specifically, the length of time spent in custody and the hiring trend as its primary determining factor, and revise the policy to reduce the length of time deputies serve in custody.**

*On October 28, 2011, the Department authorized custody personnel to initiate extensions if they desire to remain in their current assignment. To date, 358 deputies have taken advantage of this offer, which will ultimately cause a reduction of time that deputies will serve in a custody assignment.*

*As noted in the above item, recommendations for a two-track career path were presented to the CEO, ALADS, PPOA, and at the Public Safety CAR meeting on February 8, 2012, which will reduce the length of time deputies serve in custody.*

# CAMERA PROJECT STATUS REPORT

5/3/2012

## MCJ

MEN CENTRAL JAIL	CAMERAS REQUIRED	INSTALLED	NEEDED
1750 FLOOR	42	42	0
2000 FLOOR	139	139	0
3000 FLOOR	146	146	0
4000 FLOOR	97	97	0
5000 FLOOR	42	42	0
9000 FLOOR	24	24	0
6000 FLOOR	25	25	0
7000 FLOOR	23	23	0
8000 FLOOR	29	29	0
PAROLE	36	36	0
OLD IRC	24	24	0
BASEMENT/KITCHEN	55	55	0
VISITING	23	23	0
<b>TOTAL:</b>	<b>705</b>	<b>705</b>	<b>0</b>

## TTCF

	CAMERAS REQUIRED	INSTALLED	NEEDED
<b>TOWER 1</b>			
LEVEL 1	47	0	47
LEVEL 2	36	0	36
LEVEL 3	58	0	58
LEVEL 4	58	0	58
LEVEL 5	58	0	58
LEVEL 6	58	0	58
LEVEL 7	56	56	0
<b>TOWER 2</b>			0
LEVEL 1	38	0	38
LEVEL 2	37	0	37
LEVEL 3	64	64	0
LEVEL 4	58	58	0
LEVEL 5	58	58	0
LEVEL 6	58	58	0
LEVEL 7	58	58	0
<b>IRC</b>			
LEVEL 1	47	17	30
LEVEL 2	45	0	45
<b>TOTAL:</b>	<b>834</b>	<b>369</b>	<b>465</b>



# **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT** **FORCE USED BY MONTH SIGNIFICANT VS LESS SIGNIFICANT**

## **2011**

CUSTODY DIVISION	January 2011			February 2011			March 2011			April 2011			May 2011			June 2011		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	6	2	8	8	5	13	4	4	8	2	2	4	5	2	7	10	1	11
CST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EAST FACILITY	2	3	5	4	0	4	0	0	0	0	0	0	0	1	1	0	1	1
IRC	9	3	12	9	1	10	12	1	13	10	0	10	8	6	14	8	2	10
MEN'S CENTRAL JAIL	16	1	17	19	1	20	11	1	12	9	2	11	17	5	22	10	3	13
MIRA LOMA FACILITY	0	0	0	0	2	2	1	0	1	0	0	0	0	0	0	0	0	0
NCCF	6	6	12	1	3	4	5	2	7	2	1	3	2	3	5	7	4	11
NORTH FACILITY			0			0			0			0			0			0
SOUTH FACILITY	0	1	1	0	0	0	2	0	2	1	0	1	2	0	2	0	0	0
TWIN TOWERS	5	2	7	8	1	9	3	2	5	7	1	8	9	0	9	6	2	8
	44	18	62	49	13	62	38	10	48	31	6	37	43	17	60	41	13	54

CUSTODY DIVISION	July 2011			August 2011			September 2011			October 2011			November 2011			December 2011		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	7	2	9	6	2	8	6	1	7	3	1	4	4	4	8	2	4	6
CST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
EAST FACILITY	0	1	1	1	0	1	3	2	5	0	0	0	0	3	3	1	0	1
IRC	6	2	8	4	1	5	12	4	16	0	4	4	2	2	4	2	0	2
MEN'S CENTRAL JAIL	17	3	20	17	0	17	11	2	13	4	5	9	6	6	12	3	4	7
MIRA LOMA FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NCCF	5	3	8	5	1	6	2	3	5	4	1	5	3	3	6	1	4	5
NORTH FACILITY			0			0			0			0			0	0	0	0
SOUTH FACILITY	2	0	2	0	0	0	2	0	2	1	0	1	1	1	2	0	0	0
TWIN TOWERS	7	1	8	5	1	6	4	4	8	7	4	11	3	5	8	4	3	7
	44	12	56	38	5	43	40	16	56	19	15	34	19	24	43	14	16	30

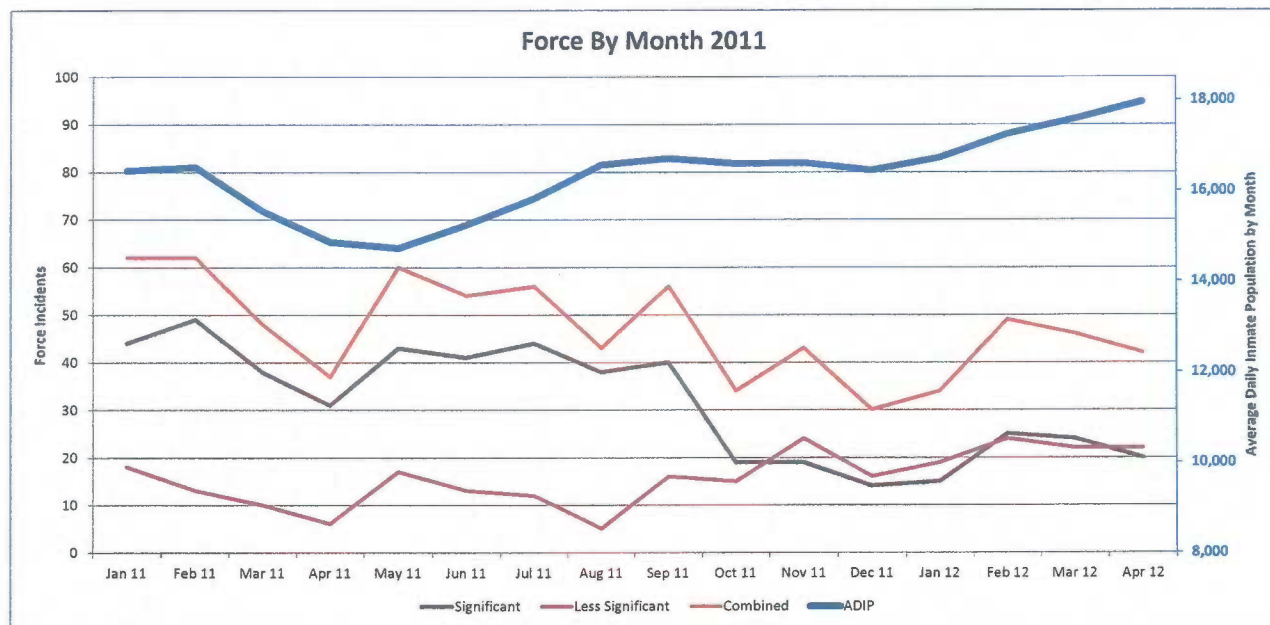
## **2012**

CUSTODY DIVISION	January 2012			February 2012			March 2012			April 2012			May 2012			June 2012		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	2	6	8	1	3	4	1	2	3	2	6	8			0			0
CST	0	0	0	3		3	1	1	2	1	1	2			0			0
EAST FACILITY	1	2	3	1	1	2		2	2	1		1			0			0
IRC	1	3	4	2	4	6	1	8	9	3	3	6			0			0
MEN'S CENTRAL JAIL	7	3	10	14	6	20	5	4	9	7	4	11			0			0
MIRA LOMA FACILITY	0	0	0			0			0			0			0			0
NCCF	1	4	5	2	2	4	6	1	7	2	3	5			0			0
NORTH FACILITY	0	0	0			0			0			0			0			0
SOUTH FACILITY	1	0	1		2	2	2		2			0			0			0
TWIN TOWERS	2	1	3	2	6	8	8	4	12	4	5	9			0			0
	15	19	34	25	24	49	24	22	46	20	22	42	0	0	0	0	0	0

CUSTODY DIVISION	July 2012			August 2012			September 2012			October 2012			November 2012			December 2012		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF			0			0			0			0			0			0
CST			0			0			0			0			0			0
EAST FACILITY			0			0			0			0			0			0
IRC			0			0			0			0			0			0
MEN'S CENTRAL JAIL			0			0			0			0			0			0
MIRA LOMA FACILITY			0			0			0			0			0			0
NCCF			0			0			0			0			0			0
NORTH FACILITY			0			0			0			0			0			0
SOUTH FACILITY			0			0			0			0			0			0
TWIN TOWERS			0			0			0			0			0			0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

CUSTODY DIVISION	2011 Totals			2012 Totals		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	63	30	93	6	17	23
CST	1	1	2	5	2	7
EAST FACILITY	11	11	22	3	5	8
IRC	82	26	108	7	18	25
MEN'S CENTRAL JAIL	140	33	173	33	17	50
MIRA LOMA FACILITY	1	2	3	0	0	0
NCCF	43	34	77	11	10	21
NORTH FACILITY	0	0	0	0	0	0
SOUTH FACILITY	11	2	13	3	2	5
TWIN TOWERS	68	26	94	16	16	32
	420	165	585	84	87	171

\*Totals presented are as of 04/27/2012



Reportable force is less significant when it is limited to any of the following and there is no injury or complaint of pain nor any indication of misconduct:

- Searching and handcuffing techniques resisted by the suspect,
- Department-approved control holds, come-along, or take down,
- Use of Oleoresin Capsicum spray, Freeze +P or Deep Freeze aerosols, or Oleoresin Capsicum powder from a Pepperball projectile when the suspect is not struck by a Pepperball projectile.

Reportable force is significant when it involves any of the following:

- Suspect injury resulting from use of force,
- Complaint of pain or injury resulting from use of force,
- Indication or allegation of misconduct in the application of force,
- Any application of force that is greater than a Department-approved control hold, come-along, or take down. This includes the activation of the electronic immobilization belt or the use of the Total Appendage Restraint Procedure (TARP).

\*Totals presented are as of 04/27/2012

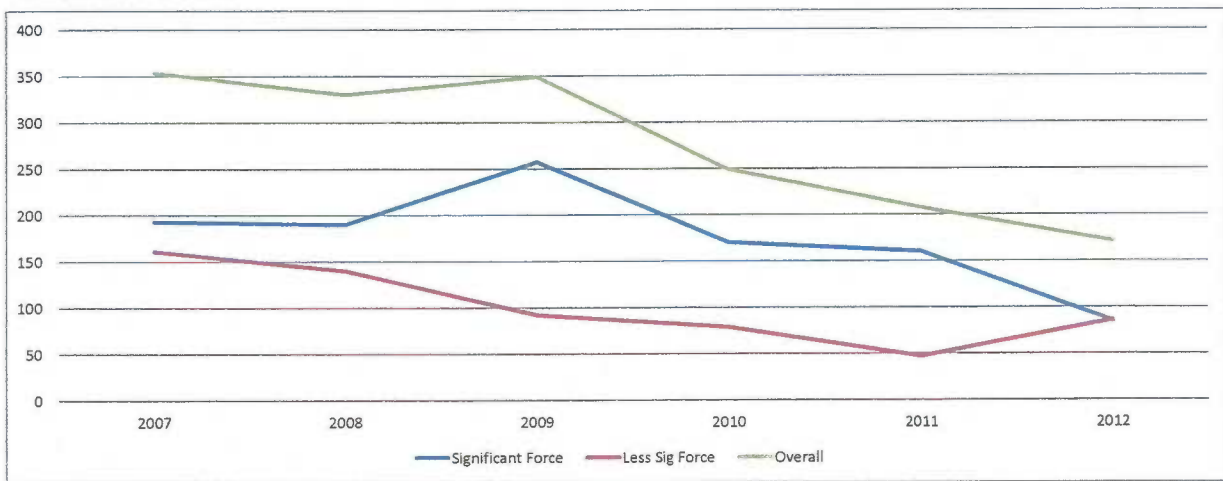


# **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT** **FORCE USED YTD 2007-2012**

CUSTODY DIVISION	January 1 - April 28, 2007			January 1 - April 28, 2008			January 1 - April 28, 2009			January 1 - April 28, 2010		
	Significant Force	Less Sig Force	Total	Significant Force	Less Sig Force	Total	Significant Force	Less Sig Force	Total	Significant Force	Less Sig Force	Total
CRDF	22	12	34	13	12	25	10	9	19	17	11	28
CST	1	2	3	2	0	2			0			0
EAST FACILITY	3	6	9	0	2	2	6	5	11	4	3	7
IRC	61	39	100	52	32	84	56	22	78	43	12	55
MEN'S CENTRAL JAIL	47	64	111	59	40	99	86	27	113	35	17	52
MIRA LOMA FACILITY	2	3	5	1	2	3	0	0	0	1	1	2
NCCF	15	12	27	10	12	22	16	6	22	16	13	29
NORTH FACILITY	5	5	10	8	7	15	2	1	3			0
SOUTH FACILITY			0	4	2	6	8	0	8	4	3	7
TWIN TOWERS	37	18	55	41	31	72	73	22	95	50	19	69
	193	161	354	190	140	330	257	92	349	170	79	249

CUSTODY DIVISION	January 1 - April 28, 2011				January 1 - April 28, 2012			
	Significant Force	Less Sig Force	Total	Diff. from '10 - '11	Significant Force	Less Sig Force	Total	Diff. from '11 - '12
CRDF	20	13	33	17.86%	6	17	23	-30.30%
CST			0		5	2	7	
EAST FACILITY	6	3	9	28.57%	3	5	8	0.00%
IRC	38	5	43	-21.82%	7	18	25	-41.86%
MEN'S CENTRAL JAIL	55	5	60	15.38%	34	16	50	-16.67%
MIRA LOMA FACILITY	1	2	3				0	0.00%
NCCF	14	12	26	-10.34%	11	10	21	-19.23%
NORTH FACILITY	0	0	0	CLOSED			0	CLOSED
SOUTH FACILITY	3	1	4	0.00%	3	2	5	25.00%
TWIN TOWERS	23	6	29	-57.97%	16	16	32	10.34%
	160	47	207	-16.87%	85	86	171	-17.39%

\*Totals presented are as of 04/27/2012



*Los Angeles County*  
**Sheriff's Department**



***SIX MONTH STATUS UPDATE OF JAIL REFORMS***  
***COMMANDER MANAGEMENT TASK FORCE***

*Leroy D. Baca, Sheriff*

*Los Angeles County*  
**Sheriff's Department**



**SIX MONTH STATUS UPDATE OF JAIL REFORMS**

**COMMANDER MANAGEMENT TASK FORCE**

*Sheriff's Department Strategy for Jail Reforms*

*Transform the culture of our custody facilities into a safe and secure learning environment for staff and inmates, and provide a level of service and professionalism consistent with our "Core Values."*

*"Until all deputies feel a sense of professional accomplishment while providing sensible and constitutionally established services to those in our care, our success as a department is not accomplished."*

*Leroy D. Baca, Sheriff*





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## EXECUTIVE SUMMARY

The Los Angeles County Sheriff's Department operates the largest jail system in the nation, housing up to 20,000 pre-sentenced and sentenced inmates within seven jail facilities. The jail population in Los Angeles County is undoubtedly the most diverse in ethnicity, gang affiliation, and criminal and cultural backgrounds. This requires an in-depth understanding of specific inmate classification requirements and nuances unique to the Los Angeles County jail culture.

In September 2011, the American Civil Liberties Union (ACLU) filed seventy-eight declarations alleging deputy misconduct within the Los Angeles County Jail system. In January 2012, the ACLU filed the *Rosas v. Baca* lawsuit. In response to these allegations, public and media attention was directed toward perceived failures in the Sheriff's Department's management of the Los Angeles County Jail system. As a leader on the Los Angeles County Sheriff's Department, I accepted responsibility for any deficiencies and committed to making positive jail reforms wherever needed. I have great confidence in the hard work, dedication, integrity, and professionalism of the men and women on the Los Angeles County Sheriff's Department. We welcome input and critique, and will always strive to strengthen our performance and effectiveness. Therefore, to conduct a prompt, thorough, fair, and objective analysis of the allegations, I immediately assembled the Jail Investigations Task Force to thoroughly investigate every allegation and hold staff accountable for proven misconduct. I also assembled a team of commanders, known as the Commander Management Task Force (CMTF) to thoroughly inspect jail conditions, policies, procedures, supervision, and training. Our goal was to identify key areas for improvement, and transform the culture of our custody facilities to provide a safe learning environment for staff and inmates.

The purpose of this report is to provide a six-month summary of reforms throughout the Los Angeles County Jail System. This report is separated into the following sections: CMTF and Jail Investigations Task Force, Inmate Relations, Training and Accountability, Force Prevention, Policy and Procedural Changes, External Partnerships, Technology, and Automation. Each section provides information regarding significant changes made throughout the jail system. Since we consider our efforts to strengthen the Sheriff's Department as continually ongoing, feel free to provide input and critique that will serve to affect a positive change.

We strive to empower our personnel to provide a level of professionalism and service consistent with our "Core Values." Until all deputies feel a sense of professional accomplishment, while providing sensible and constitutionally established services to those in our care, our success as a Department has not been accomplished.

Respectfully,

A blue ink signature of Leroy D. Baca, written in a cursive style.

LERROY D. BACA  
SHERIFF

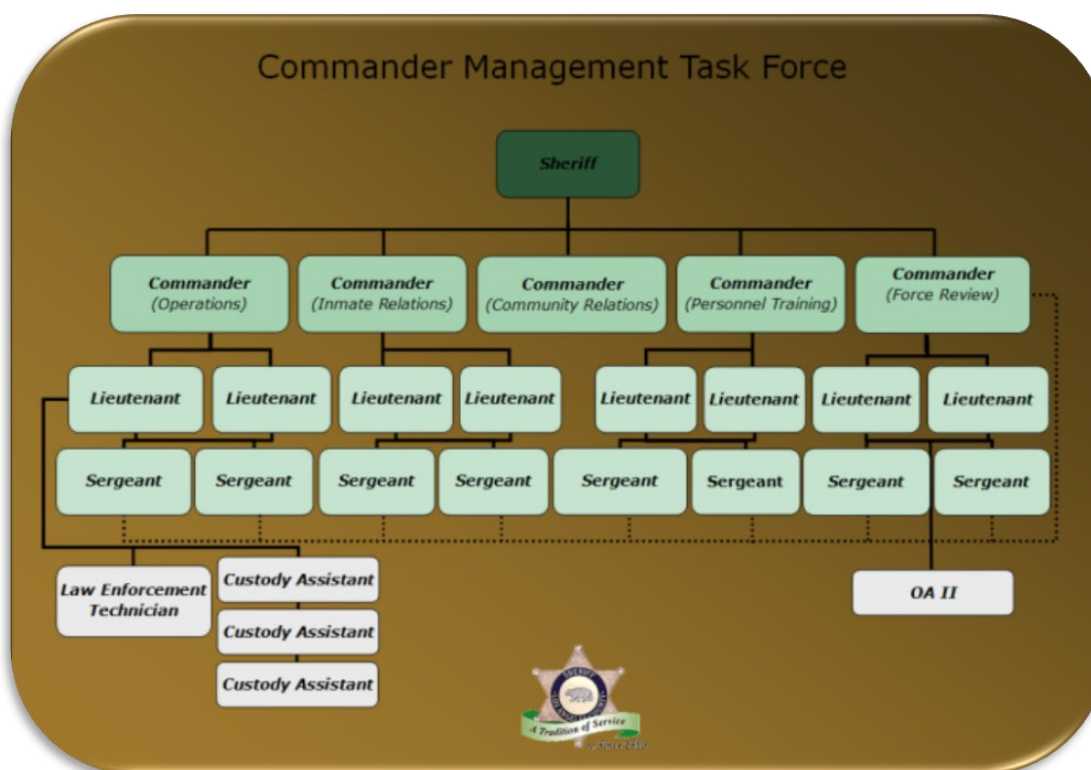


## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### COMMANDER MANAGEMENT TASK FORCE

The CMTF's first mission was to achieve the Sheriff's Department's goal for jail reform: *"Transform the culture of our custody facilities into a safe and secure learning environment for staff and inmates, and provide a level of service and professionalism consistent with our Core Values."* The CMTF's strategies and objectives include implementing a force reduction plan, requiring respect-based interaction with inmates, improving policies, procedures, supervision, training, and developing a career path for deputies who take pride in working a career in Custody Division.

- Commander Management Task Force (CMTF): Inspects jail conditions, evaluates policies, procedures, supervision, and training throughout the jail system. The CMTF serves as a liaison with the Office of Independent Review (OIR), ACLU, the Citizen's Commission on Jail Violence, Special Counsel Merrick Bobb, and reports directly to Sheriff Baca to ensure prompt, thorough, objective analysis and reform. The Task Force is comprised of five commanders, eight lieutenants, and eight sergeants.



See Appendix B for Organization Chart

### Jail Investigations Task Force

- Jail Investigations Task Force: Consists of one lieutenant and seventeen sergeants with vast investigative experience. These investigators were reassigned from other critical areas within the Department to focus solely on jail related allegations of staff misconduct. The Jail Investigations Task Force is under the command of Internal Criminal Investigations Captain William T. Carey, who reports directly to the Sheriff.



## Inmate Relations

Interaction between inmates and staff are critically important, since the jail culture for inmates is so heavily centered on respect. Frequently, violent encounters between inmates are ignited by perceived acts of disrespect. A strong and effective leader on the Sheriff's Department maintains safety and effectiveness in the jails by always operating consistent with our "Core Values," regardless of an inmate's behavior. In order to transform the culture of the jails, the Sheriff's Department recognized the importance of strengthening inmate relations. This is being accomplished through positive programs such as Education-Based Incarceration, tactical communication training for personnel, effective policy and supervision, and respect-based interaction between staff and inmates.

Sheriff Baca and CMTF members met with inmates housed at Men's Central Jail (MCJ). The meetings provided an opportunity to gain an understanding of jail conditions and staff conduct from an inmate's perspective. Some inmates expressed concerns over a variety of quality of life concerns, while others felt there was a lack of respectful communication between inmates and staff. These initial meetings with inmates at MCJ proved so insightful that Sheriff Baca directed all jail facilities to conduct regularly scheduled inmate Town Hall meetings. The meetings have been extremely well received by inmates and staff, and encourage a respectful dialogue to resolve real and perceived concerns within the jail.



### Town Hall Meetings

The Sheriff's vision has always been to enhance public safety in communities throughout Los Angeles County, which also includes communities of inmates housed within the County's jail facilities. Following Sheriff Baca's directive to conduct regularly scheduled Inmate Town Hall meetings, the CMTF developed a Custody-wide Town Hall meeting policy (see Appendix A, page i). To ensure accountability, every unit commander was mandated to conduct Town Hall meetings. For consistency, the CMTF provided guidelines and developed a tracking sheet and database to ensure follow-up on inmates' concerns were conducted.



The concept is simple: invite a group of inmates to a meeting situated in a non-threatening "Town Hall" atmosphere, and open a dialogue by encouraging them to be honest and up front with their concerns.



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### Rehabilitation Survey/Town Hall Meeting Forms

To assist in this effort, two unique forms were developed: the Rehabilitation Survey (see Appendix C) and Town Hall Meeting Form (see Appendix D). Prior to the meeting, each inmate is provided with the Rehabilitation Survey, which may be filled out anonymously. This survey was designed to collect the inmates' opinions, suggestions, and/or complaints in case they felt uncomfortable speaking in the Town Hall forum. The Town Hall Meeting Form is utilized by Department personnel to document the inmates' concerns, complaints, and suggestions related to their overall care and quality of life within their respective custody facility. However, this was not meant to replace the existing complaint/request procedure, but only to augment what is already in place.

### Town Hall Meeting Results

The Town Hall meetings have been an astounding success. From October 8, 2011, to May 2, 2012, 773 meetings have been conducted with approximately 25,000 inmates in participation. The Town Hall meeting process was incorporated into the jail personnel's regular duties, which enhanced communications between staff and inmates. Since its inception, the concerns conveyed by the inmates have evolved from concerns of deputy disrespect and a variety of quality of life issues such as quality of food, bedding, and clothing, etc., to some that involve commending Department personnel for their efforts. To illustrate this point, of the 23 categories used to document inmate concerns in the Town Hall database, the Positive Comment category ranked first at three facilities and second at another. As a result, Custody Division has perceived a reduction in tensions, not only between inmates and staff, but also among the inmates themselves. The Town Hall meetings represent a clear success in our efforts to create and maintain an open dialogue between the inmates and the Department personnel responsible for their care.

As an example, one of the many improvements adopted as a direct result of feedback garnered from the Town Hall meetings was related to facility libraries. The CMTF noted a number of complaints regarding access to books throughout the jails. Sheriff Baca approved funding for the development of mobile libraries to cater to all the jail facilities. In addition to the mobile libraries, thousands of additional books have been procured and distributed within the jail facilities over the past few months.

**COUNTY OF LOS ANGELES  
SHERIFF'S DEPARTMENT  
A Tradition of Service Since 1856  
TOWN HALL MEETING**

FACILITY: \_\_\_\_\_

Name of Person(s) Conducting Meeting:  
Name: \_\_\_\_\_ Employee #: \_\_\_\_\_ Rank: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_ # of Inmates: \_\_\_\_\_

Housing Location: \_\_\_\_\_

Housing Type (Circle 1 type): (1) General Population (2) Discipline/Admin Seg

**Los Angeles County Sheriff  
Rehabilitation Survey**

1. What is your opinion of the Town Hall message?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Were your concerns addressed?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Do you think the Town Hall meetings are helping your quality of life in the secure environment?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Do you have any comments or suggestions?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name (Optional): \_\_\_\_\_ Bkg #: \_\_\_\_\_



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE



Other examples of positive results based on Town Hall meetings, relate to enhancements to the disbursement of additional blankets, clothing, commissary, etc. The CMTF has also implemented a requirement for each jail facility to update and submit unit orders providing additional access time to vending machines and telephones. Another complaint was related to the cost of inmate telephone use and mail distribution. In response, the Sheriff worked with County contracted vendors in order to reduce the telephone station-to-station connection fee from \$3.54 down to a \$1.25 surcharge. Staffing and procedures were revised to ensure mail delivery within five days of their receipt.

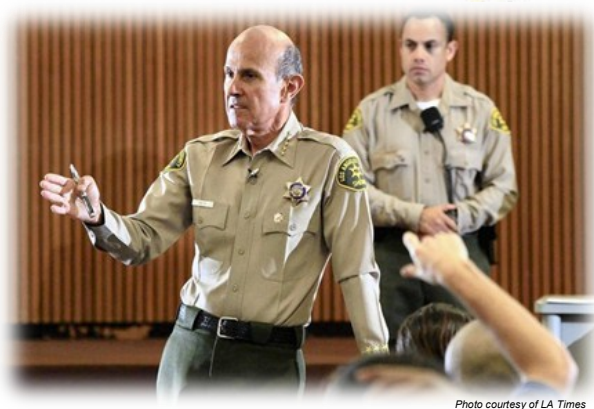


Photo courtesy of LA Times

Due to the limited amount of day room space in MCJ, the CMTF suggested converting six unused dining halls into day room areas, in order to provide this additional program access. Additional day room access will assist in easing inmate tensions in the facility and provide additional space for inmate programs and ultimately increase inmates' self-esteem, equip inmates with a worthwhile trade, and lower the violence used by those participating in the programs. However, due to the facility design at MCJ, additional staff is required to provide supervision and security for these areas.



Other common concerns raised by inmates during the Town Hall meetings were related to the request/complaint policy and the limited number of newspapers being distributed to the facilities. In response to these issues, the CMTF is working toward further enhancements to the inmate request/complaint policy and the Department entered into negotiations to create a new contract allowing the delivery of almost twice the number of newspapers, at nearly the same cost as previous years.

Throughout the Town Hall meetings, the CMTF realized that many inmates were unfamiliar with the jail rules, processes, and procedures that relate to medical issues, clothing exchange, and other day-to-day functions within the jails. An Inmate Information Pamphlet was created and is distributed to all new inmates entering the jails (see Appendix E). Additional information related to those topics are discussed during the Town Hall meetings.

### A GUIDE THROUGH CUSTODY LOS ANGELES COUNTY JAIL



*"Our goal is to create a life worth living by eliminating fear and fostering a life-long desire to learn"*

Sheriff Leroy D. Baca  
Los Angeles County Sheriff's Department

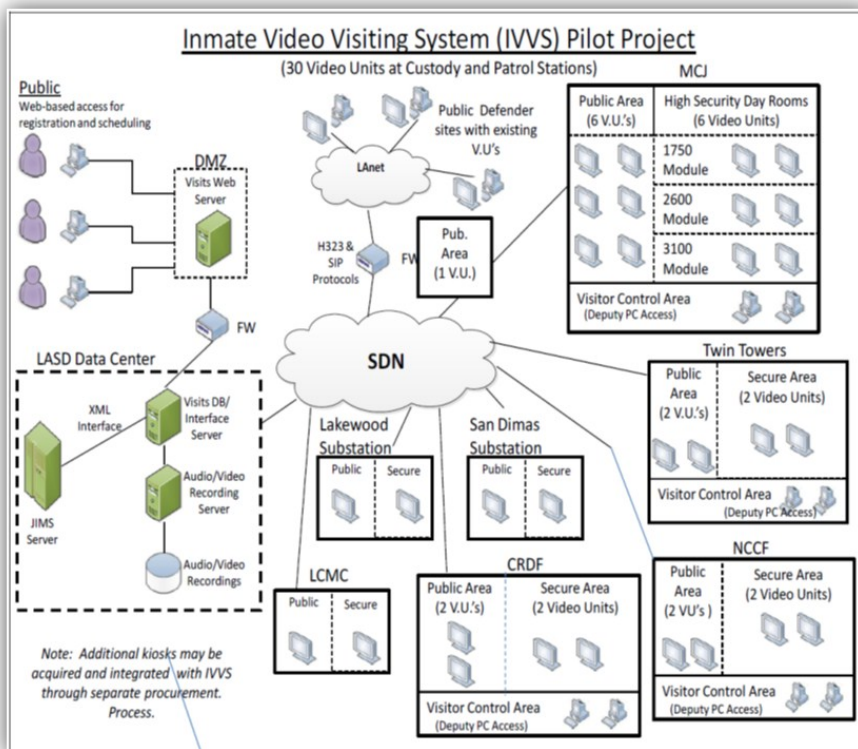
**SHERIFF LEROY D. BACA**



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### Inmate Visiting

Inmate visiting is an on-going logistical challenge due to the sheer number of visitors and inmates needing to be accommodated in such a short period of time. As a result, the CMTF has been tasked with assessing the inmate visiting process. Due to some of the extended visitor waiting times, the CMTF thoroughly evaluated the visiting process at MCJ. The CMTF immediately identified and implemented a solution that modified the process, and quickly decreased the delays. As part of this assessment, the



CMTF is currently monitoring the development and implementation of a new Inmate Video Visiting System (IVVS).

The implementation of the IVVS system will greatly reduce the time associated with processing inmate visitations and provide the public with a much more convenient method to visit the inmates. Other goals include the elimination of unnecessary movement of potentially violent inmates for their visits which will improve staff safety as well as the general inmate population. The deployment plan also includes the integration of existing IP-addressable video devices at Public Defender sites which will improve their ability to meet with their clients and help reduce costs associated with inmate transports.

Another significant component of the IVVS pilot project will address professional visits conducted by the Public Defender. The future plan of the IVVS includes the utilization of existing equipment already available in the Public Defenders' Office in an effort to evaluate the operational and technical feasibility of scheduling and conducting professional visits using the new IVVS units during non-visiting hours. The IVVS pilot was launched in March 2012, and is being closely monitored.

## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE



### Education-Based Incarceration

In an effort to improve upon the inmates' overall quality of life in custody, and to help reduce recidivism, the Sheriff's Department also expanded on an existing and successful program known as Education-Based Incarceration (EBI). Developed by Sheriff Baca in 2006, EBI focuses on reducing and mitigating crime by investing in offenders through education and rehabilitation using a comprehensive educational curriculum consisting of both traditional and non-traditional methods (see Appendix F).

First, the CMTF assisted Correctional Services Division in the expansion of EBI. A lieutenant at each facility was designated to monitor and track each EBI class. In addition, EBI was promoted via the Town Hall meetings so more inmates were made aware of the programs and opportunities. Due to these efforts, the EBI participation has increased exponentially, nearly quadrupling the number of inmates attending and more than doubling the number of classes being offered.

To ensure these programs are available on an ongoing basis, a Custody Division policy was implemented to standardize policies, rules and procedures regarding program cancellation to help maintain the continuity of programming throughout all facilities (see Appendix A, page ii).

### MERIT

One shining example of the successful implementation of EBI is the Sheriff's MERIT program, short for "Maximizing Education, Reaching Individual Transformation." MERIT was created to help with the successful reintegration of offenders into their communities in a way that enhances stability for both. MERIT courses are offered at six Sheriff's Department jails. Thus far, 24 classes have been held and over 1,500 students have graduated. With recidivism rates as low as 28 percent for certain EBI programming, compared to the California state average of 41 percent for certain types of offenders, education-based programs are at the forefront of correctional rehabilitation.

In an effort to reduce physical confrontations between staff and recalcitrant inmates, and encourage positive inmate conduct and personal growth in the jails, the CMTF is working toward restructuring enforcement of "Early Release Credits." The restructured process will reward inmate participation in positive programs such as EBI, while revoking "Early Release Credits" for inmates with repeated misconduct or assaults on staff.





## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### EBI Education and Rehabilitation Programs



The EBI education and rehabilitation programs are as diverse as the inmate population of the Los Angeles County Jails and are coordinated through the Inmate Programs Unit. The education curriculum is based on California Department of Education models and is oriented towards adult learning. It is offered to qualified participants within the inmate population offering courses such as Adult Basic Education, Adult Secondary Education, and English as a Second Language. Courses are accredited which gives inmates an opportunity to earn credits towards their G.E.D. while incarcerated. In classes such as English as a Second Language and Adult Basic Education, the instructors have the latitude to

adjust the curriculum based on individual student learning assessments, maximizing the inmate's opportunity to successfully complete the course in which they are enrolled.

In addition to the more traditional educational courses, the Sheriff's Department also offers Behavior Modification Programs, based on proven psychological techniques designed to replace negative behaviors by using positive reinforcement. These programs have proven effective in the treatment of issues such as personality disorders, substance abuse, and anger management issues to name but a few.

In an effort to correct certain deficits in social learning skills, which may ultimately lead to recidivism, the Sheriff's Department has developed a curriculum of Life Skills Programs. These programs include Domestic Violence Prevention, Drug Education, Job Preparation, Parent Education, Personal Relations, and a number of others. As described by the title, these programs assist the inmate in developing valuable social skills, which will help them cope with day-to-day life upon release.





## **Training and Accountability**

As Town Hall meetings were occurring with inmates, Sheriff Baca and CMTF members also conducted briefings with deputies and custody assistants throughout Custody Division. The meetings reinforced the Sheriff's Department's expectations of professionalism, as well as accountability to policies, procedures, and our "Core Values." Staff were encouraged to provide input to strengthen our performance in the jails. Sheriff Baca and CMTF members discussed current and future changes in the jails based on our responsiveness to independent oversight from entities such as the Board of Supervisors, Citizen's Commission of Jail Violence, Office of Independent Review, ACLU, and Special Counsel Merrick Bobb (see Appendix A, page iii). Sheriff Baca and CMTF members also conducted meetings with jail supervisors at all ranks, from Supervising Line Deputy to Division Chief. The meetings focused on leadership expectations, assertive supervision, and accountability for conduct of subordinate personnel.



To formalize accountability to the Sheriff's Department's expectations, revised Duty Statements were prepared for every position at all ranks from Custody Assistant to Division Chief. In addition, a new division policy was developed for facility captains, emphasizing specific job functions and the common goal of reducing violence in the jails and creating a safe learning environment for staff and inmates (see Appendix A, page iii).

Other specific policies were established, revised, and redistributed to address common problematic areas such as: Handling Insubordinate, Recalcitrant, Hostile, or Aggressive inmates (see Appendix G), Treatment of Inmates and Anti-Retaliation (see Appendix A, page iv), Searches (see Appendix H), and Force Prevention (see Appendix A, page v).



### **Expanded Sheriff's Academy Training**

Consistent with the Sheriff's Department's goal for jail reforms and Public Trust Policing, two weeks were added to the Sheriff's Recruit Training Academy. The additional training covers "Nobility Policing, Respect-Based Leadership, Respect- Based Communication," and a variety of courses designed to strengthen tactical communications skills.

### **Custody Training Unit**

At the onset, the CMTF examined our training practices looking for ways to alter or improve





## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

deputies' response to inmate confrontations. The CMTF worked collaboratively with the Custody Training Unit and issued a training bulletin that emphasized control holds and accountability of individual actions during a force incident (see Appendix I). The CMTF also initiated a request for a new force class that emphasized de-escalation techniques. The Advanced Officer Training Unit and the Custody Training Unit co-developed a new class called "Critical Decision Making" that was taught by Custody Training with its first session on November 28, 2011. This class is now mandatory for every deputy, custody assistant, and supervisor assigned to Custody Division. Newly hired personnel will receive a version of the training in the academy and the full class in Jail Operations School (two weeks of corrections training prior to jail assignment).



To supplement the Critical Decision-Making course, a web-based course was concurrently developed by the Custody Training Unit. This class again focuses on de-escalation techniques, while emphasizing recognition of visual and behavioral queues of aggressive or agitated behavior, while giving methods for verbally defusing the situation. The 18-minute course can be completed at the employee's work station (in most circumstances) and involves a short Q&A at the end. This type of web-based course is meant to serve as a refresher for the more intensive 8-hour Critical Decision-Making class. The class is now part of the Department's on-line learning domain, is the first in a series of web-based force related classes.

### **Department Personnel**

The CMTF has also been tasked with addressing perceived staffing issues within the jail facilities. Based on a recent review of our Department's custody operations and the results of internal audits/analysis, several new policy revisions have been proposed. This section will summarize those proposals.

#### **Line Supervisors**

Upon tours and meetings with the staff at MCJ, it was apparent that the need for additional supervisors was imperative. The CMTF recommended 19 sergeants and 2 lieutenants be added to the staff at MCJ, which would provide two sergeants on specific floors for the day and evening shifts. These sergeants were assigned on November 6, 2011, and were selected based on their experience, knowledge, and reputation for exhibiting maturity. To add these additional sergeants and lieutenants, the Department had to reallocate the positions from other critical assignments within the Department. The Sheriff's Department requested funding from the Chief Executive Officer for these items (see Appendix J); however, funding has not been identified.

In addition, a new Department Policy was created, making it mandatory for all sergeants and lieutenants who accept a supervisory position in the jails to remain within that respective Division for a minimum of 24 months. The new policy is pending and would increase the supervisor's



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

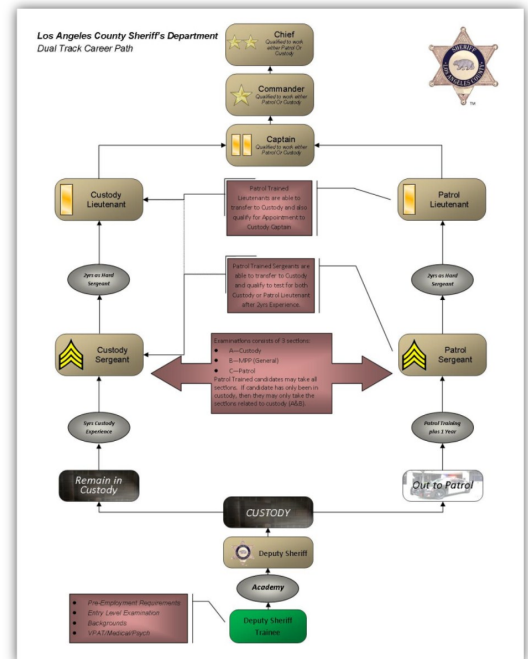


tenure in custody, allowing them to invest more time in their staff and establish themselves as a mentor to the personnel under their supervision.

A concern published by the Board of Supervisors was the perception that there was a lack of experienced deputies in custody. The perception was based on the Department's tradition of using custody as a training tool for new deputies. With this concern in mind, the Sheriff approved a temporary policy revision allowing deputies to voluntarily extend their time in custody by one year without needing to supply special justification. This policy revision assisted in the retention of hundreds of mature and experienced deputies in custody.

### Custody Career Options

One of the most challenging policy proposals prepared by the CMTF is the Dual Track Career Path (DTCP). With the implementation of the DTCP, the requirement to transfer to Field Operations would be eliminated, which would further enhance tenure and workforce stability of sworn personnel in the jails (see Attachment 1).



### Staff Retention

It is the belief of the CMTF that a tenured workforce would manufacture knowledgeable and vested personnel who would achieve the necessary maturity level to handle the complexities of the current custodial environment. In addition, tenured supervisors will possess additional leadership credibility to mentor their subordinates and hold them accountable by actively managing their working environment. This will have a direct affect on reducing force practices by sworn personnel and inmates. Since changes in policy related to personnel and assignments can create concerns, the Sheriff also instigated an anonymous survey designed to provide line personnel an avenue to voice their opinions, complaints, and suggestions.

### Mandatory Job Rotations

In conjunction with the custody extensions, the Sheriff issued a directive initiating mandatory job rotations within custody every six months (see Appendix A, page vi). This initiative was recommended by Special Counsel Merrick Bobb to reduce the abilities for deputies to develop click-type relationships. Although there are benefits to this rotation, issues have arisen with deputy's lack of familiarity with inmates that require a heightened level of security. The Department is working toward solutions to overcome these issues. In addition, the policy relating to fraternization with inmates was revised, which will help ensure accountability from the unit commander down to the individual line staff, and is pending approval (see Appendix A, page vii).





## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

### COMMANDER MANAGEMENT TASK FORCE

#### Deputy Transfers to Field Operations

The CMTF conducted an evaluation of the current Deputy Personnel Transfer Preference policy, which permits Pre-Class 214 deputies to submit a maximum of six patrol station choices and mandates Post-Class 214 deputies to select six patrol stations for transfers to Field Operations. Under its current configuration, this policy does not provide the Sworn Staffing Unit or deputy personnel with a realistic predictor of the estimated time frame of their transfer to patrol. Deputies continuously select stations they do not prefer to work due to the six station requirement. This causes an inaccurate visual account of the Deputy Transfer Preference list and creates confusion among the Sworn Staffing Unit and deputy personnel. In addition, the preference list is problematic and inefficient, because the data is populated with unrealistic personnel selections.

As the Department shifts towards the implementation of the Dual Track Career Path, sworn personnel (with the exception of non-patrol trained deputies assigned to Court Services Division) are no longer mandated to transfer to Field Operations; therefore, the necessity for non-patrol deputies to submit a transfer request for patrol stations is optional.

The CMTF recommended, with the concurrence from the Department's Personnel Planning Authority (PPA), that a change in procedures was essential. The procedures will be altered by negating the requisite for non-patrol trained deputies assigned to Custody Operations to be mandated to submit transfers to patrol. Non-patrol trained personnel who express a desire to transfer to Field Operations can select a maximum of three patrol stations. Deputies who choose a career path in jails can submit extensions to return to Custody Division.



Photo courtesy of Supervisor Mike Antonovich





## Force Prevention

Sheriff Baca personally developed the Force Prevention Policy, to clearly explain his expectation that employees utilize a common sense approach to preventing force whenever possible, through effective communication emphasizing safety, respect, and professionalism consistent with our Core Values. Sheriff Baca held open and candid discussions regarding the policy with deputies and custody assistants to ensure an accurate and thorough understanding of his expectations pertaining to force prevention. Since the inception of the Force Prevention Policy and other training, use of significant force incidents have been declining (see Appendix K).

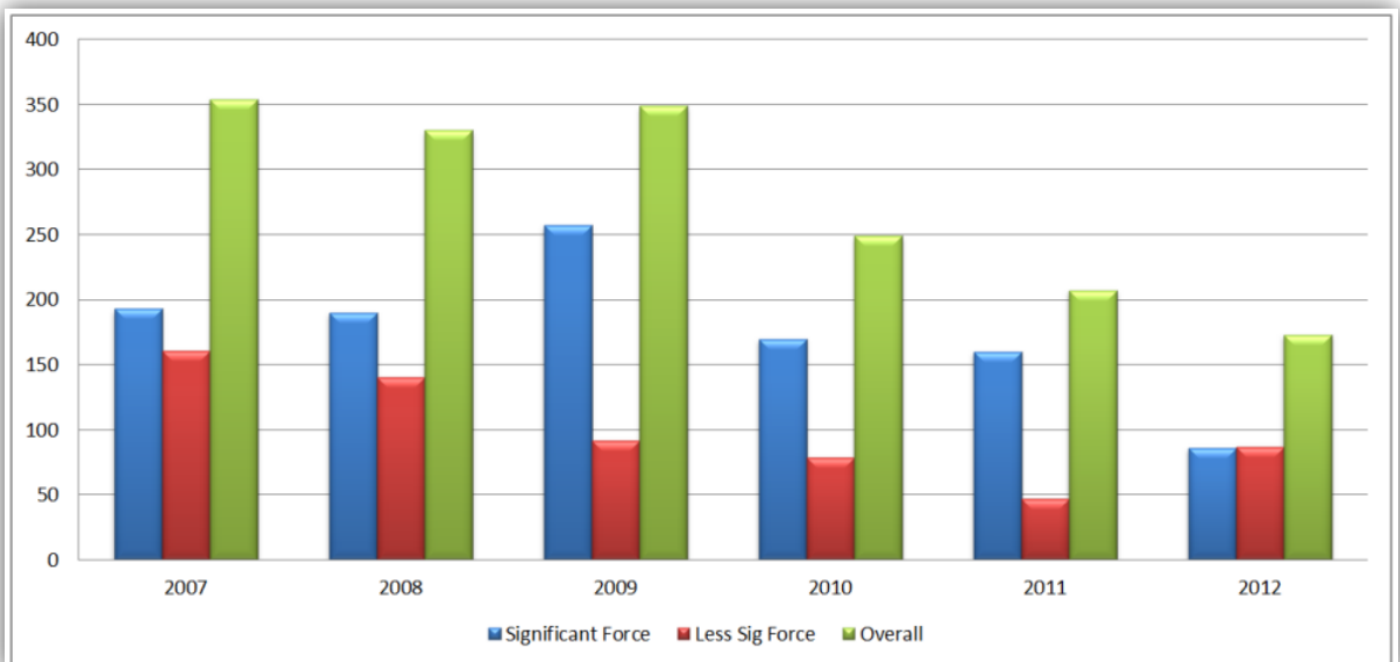
## Force Analysis

Upon analyzing force data and tracking methods, CMTF personnel observed that reporting practices varied from facility to facility. In order to ensure accuracy and consistency in force reporting, a monthly force report was developed. This report compelled units to conduct monthly force analysis along with mitigation and training efforts (see Appendix L). This report enabled the



units to maintain heightened awareness of the issues pertaining to use of force incidents and enhance efficiency and effectiveness in terms of force prevention and management efforts.

In order to further augment our ability to provide accurate force reporting, the e-LOTS tracking system was developed to ensure that units had access to a standardized database for reporting and tracking force incidents.





## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

### COMMANDER MANAGEMENT TASK FORCE

#### Force Reporting

An area of concern pertaining to force reporting involved inmates who were treated for physical injuries by medical staff. Our concern related to the possibility that some inmates who were treated for medical injuries may have actually been the subjects of unreported force incidents. At the inception of the CMTF, there was no procedure in place to address this issue. The CMTF audited all inmate injury reports that occurred at MCJ in 2010 and through November 2011. The auditors reviewed several hundred reports and determined that 34 incidents required further review. These 34 incidents were scrutinized and the results indicated that the supervisors at MCJ properly investigated and documented the inmate injuries.

A policy is now in place to mandate medical staff to report any injuries that are consistent with a possible assault (see Appendix A, page viii), or whenever an inmate alleges they were injured as a result of a use of force by Department personnel.

An issue raised by OIR pertained to use of force investigations that should have been investigated by Internal Affairs Bureau, yet remained at the unit level for investigation. For example:

*Inmate Smith was involved in a force incident with Department personnel where he received a bruised eye with extensive swelling. The unit's medical clinic treated the inmate and recommended X-rays, which would require transportation to the Los Angeles County Medical Center (LCCMC). The investigating sergeant telephoned LCCMC and would be advised that per HIPAA health regulations, the medical staff would not release the inmate's medical condition. It would later be determined that the inmate received an orbital fracture, which mandates that Internal Affairs Bureau handle the investigation, yet Sheriff's personnel were not notified regarding the full extent of Inmate Smith's injuries.*

In order to prevent this issue from recurring, CMTF personnel developed revisions to the existing inmate injury report along with a new Directive requiring prompt notification of inmate injuries, which did not conflict with HIPAA laws (see Appendix M).





## **Custody Force Response**

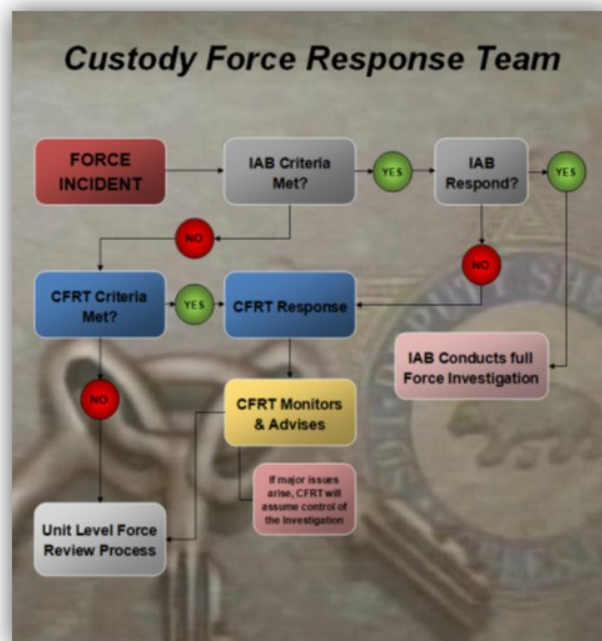
CMTF personnel conducted random audits of force reports at the facilities in order to determine the quality of unit level force investigations. The audits revealed that some of the unit level force reports lacked critical information, contained discrepancies, and were not investigated thoroughly. As a result, the Custody Force Response Team (CFRT) was created. The CFRT is comprised of one lieutenant and eight sergeants who respond to use of force incidents that meet the specific response criteria (see Appendix A, page ix). The CFRT was not designed to take over the investigation, but instead to act as an on-site resource and oversight system for the handling supervisor. The CFRT has the authority to assume control of the investigation if the lieutenant believes the Department would be best served by the CFRT handling the particular investigation. The CFRT sergeants were selected based on their Department experience in administrative investigative procedures and were sent to an administrative investigations course at Internal Affairs Bureau.

Since its inception, the CFRT has been notified of 84 incidents, responded to 45 incidents, and has oversight of 37 investigations.

To provide additional review of cases in which the CFRT responds, the Custody Force Review Committee (CFRC) was formed (see Appendix A, page xii). The committee is comprised of three commanders (one of which is appointed as the chairperson) with an OIR member in attendance, along with the Custody Training lieutenant and the CFRT lieutenant. The intent of the CFRC is to provide executive level oversight of CFRT cases, evaluate unit level force incidents, and evaluate the quality of the use of force investigations and effectiveness of supervision. To date, the CFRC has reviewed thirteen cases, with twenty pending.

## **Force Research and Audits**

In order to obtain the benefit of external expert consultation regarding use of force issues, the Sheriff directed that the CMTF contact Dr. Jeffrey A. Schwartz, a nationally recognized use of force expert. Through the CMTF, the Department contracted with Dr. Schwartz to review our use of force policies, and recommend revisions. To date, Dr. Schwartz has toured several jail facilities, reviewed our use of force policies and provided a draft document of recommendations pertaining to use of force policies.





## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

The CMTF was tasked with conducting a thorough examination of the Department's use of force history with the goal of identifying trends, deficiencies in process or personnel, and weaknesses in training. To that end, the CMTF reviewed a previous audit of force incidents that occurred at MCJ in 2010. The CMTF found the audit to be thorough and objective; however, most of the recommendations made in the previous audit were not implemented. The CMTF review included the initial recommendations and added more for implementation, along with a plan for follow-up and execution of the recommendations.

### **Mental Health Inmate Management**

During facility staff meetings, Sheriff Baca and the CMTF were informed that force incidents often occurred when declassified mental observation inmates were being escorted back to their previously assigned housing locations. Oftentimes the stress of being reclassified and faced with being housed in general population resulted in some inmates becoming violent in an effort to avoid re-housing. As a result, a new policy was created to ensure that all declassified inmates would be assigned a different housing location from which they originally came (see Appendix A, page xiv).

The CMTF has worked extensively with the Jail Mental Evaluation Team (JMET) to identify any weaknesses in practices involving mental health inmates, and made necessary revisions. One modification impacted housing locations for the general population inmates that are prescribed psychotropic medication. Approximately 17 percent of the total jail population receives daily mental health services. The majority of those inmates are housed at Twin Towers Correctional Facility (TTCF) where the Department of Mental Health (DMH) clinicians provide daily treatment. However, many inmates are declassified from TTCF by the DMH and are returned to general population housing. These inmates often decompensate over time and are transferred back and forth between TTCF and MCJ. To avoid these ongoing transfers, the CMTF recommended that TTCF create dorms specific for general population inmates who require psychotropic medications. Over 400 inmates were transferred to TTCF and are now in close proximity of the DMH clinicians and the repetitive transfers are no longer necessary.





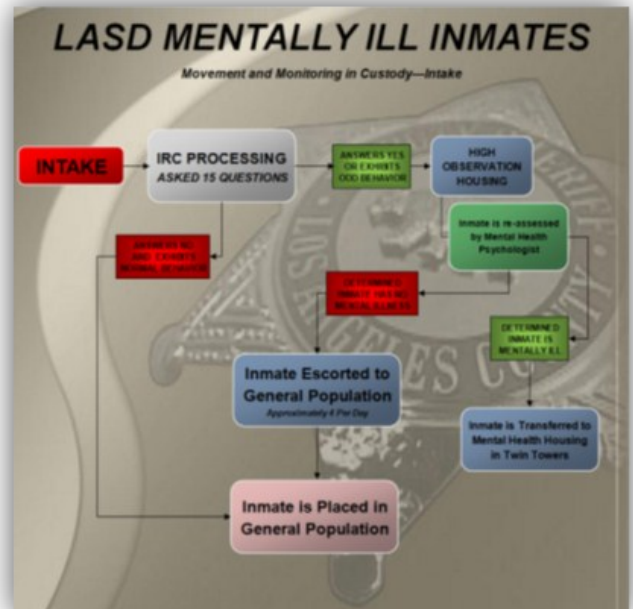
### Additional JMET Staff Request

In the assessment of the JMET function and necessities in dealing with the ever growing population of mentally ill inmates, the CMTF proposed an increase to JMET staffing and expanded their hours of operation.

The proposal for the expansion of JMET requested funding for six teams to work evening hours to enhance access to mental health clinicians and specially trained deputies. These additional teams would focus on identifying mentally ill inmates in general population and during inmate movement. With staff and inmate safety an utmost priority, the Sheriff approved the re-assignment of six deputy positions, which added three additional teams without a DMH social worker. These additional teams are currently unfunded and are providing overlap coverage during peak hours from 2 p.m. to midnight.

The Department requested \$777,000 in funding from the BOS for the six additional JMET positions. An additional \$547,299 in funding was also requested to be allocated to the DMH budget to provide six additional Psychiatric Social Worker II positions to team up with the deputies in providing mental health services. These teams will directly impact the Department's mission to reduce violence in the Jails. The Department of Justice and Merrick Bobb endorsed the program and commended Sheriff Baca for taking the initiative although no funding was granted.

In addition to augmenting JMET, the Department is working with Mental Health to expand current training and provide specialized training to all custodial staff on an annual basis. The expansion will include a review of general information on mental health related illnesses and techniques to assist in interacting with individuals suffering from co-occurring mental health and substance abuse disorders.





## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

## **New and Revised Policies and Procedures**

As mentioned throughout this report, the CMTF has been tasked to review all existing Department policies and practices related to force. Consequently, the CMTF drafted and implemented several new policies as well as making recommendations for the revision of several existing policies. This section provides a brief summary of those policies.

### **Town Hall Meetings** *(Appendix A, page i)*

The intention of the Town Hall Meetings is to initiate an open dialogue with the individuals housed in the Sheriff's Department custody facilities. The goal is to enhance the quality of life in their community, while maintaining a safe and secure working and learning environment for the personnel assigned to each facility.

### **Program Cancellation-Inmate Programs/Education** *(Appendix A, page ii)*

This policy was initiated in order to standardize policies, rules, and procedures within the unit for inmate educational program cancellations and standardized reporting requirements for said cancellations, in compliance with the Offender Services Bureau Unit Manual.

### **Responsiveness to Independent Oversight** *(Appendix A, page iii)*

The Sheriff's Department is committed to the safety and security of the inmates with which we are entrusted. In order to objectively critique and review the Department's effectiveness in this endeavor, the policy related to the Responsiveness to Independent Oversight was drafted to articulate the level of cooperation expected from each unit in relation to the OIR and ACLU as well as the unit's responsibility in addressing any complaints, requests, and recommendations are reasonably addressed and responded to in a timely manner.

### **Captain's Policy** *(Appendix A, page iii)*

The Custody Division Manual's Captain's Policy was revised to expand and define the Division Captain's responsibilities. Particular attention was paid to the creation of a safe and secure environment within their units to include and emphasize on the Force Prevention Policy.

### **Treatment of Inmates / Anti-Retaliation Policy** *(Appendix A, page iv)*

These policies were revised in order to clarify how the inmates within our custody are to be treated, specifically stating all inmates are entitled to fair and impartial treatment without being subjected to threats, intimidation, or any other improper treatment. All inmates in our care are to be treated with respect and dignity and to be provided access to the programs and services available to them.

### **Force Prevention Policy** *(Appendix A, page v)*

Drafted by Sheriff Leroy Baca himself, the Force Prevention Policy emphasizes the Department's responsibility to provide a safe custody environment for both the inmates we house as well as the staff entrusted with their care. This policy details the responsibility of each Department member assigned to custody and stresses the importance of thinking before you act and maintaining a high degree of professionalism.



**Mandatory Rotation of Line Personnel in Custody** (*Appendix A, page vi*)

This Custody Operations Directive was implemented to ensure job assignments for line personnel in Custody Division are rotated no less than every six months. This directive allows for all Custody personnel to learn a variety of job functions becoming a more effective asset for their unit of assignment.

**Fraternization Policy** (*Appendix A, page vii*)

This policy was revised to ensure tracking and monitoring of inappropriate requests made by inmates are documented at the unit level.

**Documentation and Supervisory Response to Inmate Medical Emergencies** (*Appendix A, page viii*)

Clarifies the responsibilities in relation to personnel responding to an unanticipated medical care call (commonly referred to as "man down") by an inmate. The policy requires the medical staff to report any physical trauma or complaint of pain which may have resulted from a use of force incident to a supervisor (defined as sergeant or above). In turn, the supervisor is to ascertain if the medical condition is a result of an application of force by Department personnel, assault from another inmate, or simply a bi-product of a medical condition. Once the actual cause is discovered, the policy dictates the proper course of action.

**Custody Force Response Team (CFRT)** (*Appendix A, page ix*)

The purpose of this directive was to establish the Custody Force Response Team whose goal is to ensure high quality force investigations are conducted from the onset. The sergeants who comprise the CFRT are tasked to respond to specific force incidents within custody, where they will monitor various aspects of the inquiry: such as, interviewing participant employees, inmates, and witnesses, examining any related video or other evidence, and act as an on-site asset to the facility supervisor as they conduct their inquiry.

**Custody Force Review Committee** (*Appendix A, page xii*)

This policy ensures Executive oversight on unit level investigations within Custody, which is comprised of three Custody Division Commanders. A member of the OIR will participate as a monitor and provide input. The goals of the Custody Force Review Committee are to evaluate the force applied within custody facilities, the quality of Use of Force investigations, and the effectiveness of supervision.

**Use of Force Review Package** (*Appendix A, page xiii*)

This policy was created to clarify the responsibilities of the Watch Commander/Supervising Lieutenant in reviewing a force package. The policy provides an itemized list of things the Watch Commander is responsible for checking and articulating in their report to include the reviewing of multi-media documentation such as CCTV footage or audio recorded interviews.

**Declassification of Mental Observation Inmates** (*Appendix A, page xiv*)

The Declassification of Mental Observation Inmates policy was intended to clarify the process and identify the responsible parties in the event of male, Mental Observation Inmates being reclassified. This policy captures the process for declassified inmates returning to general population.



## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

#### **Assault Reporting in FAST** *(Appendix A, page xiv)*

This policy was created to clarify the content to be captured in Facility Automated Statistical Tracking (FAST) as well as establish timelines and designate responsible parties for data entry. This policy creates consistency throughout Custody Division.

#### **Footwear** *(Appendix A, page xv)*

The Manual of Policy and Procedures, Footwear Policy was revised to prohibit the use of steel toe footwear. This policy was implemented Department-wide.

#### **Unreasonable Force** *(Appendix A, page xvi)*

The Unreasonable Force Policy was revised to include specific descriptions of prohibited force practices unless circumstances justify the application (i.e., the individual's actions fall in the life-threatening/serious bodily injury category, section 3-01/025.20, Use of Force Categories).

#### **Use of Force Reporting and Review Procedures / Force Response Team** *(Appendix A, page xvii)*

This policy was created in order to provide an all inclusive guide on the Force Reporting process to include the responsibilities of all involved parties from the individual line staff through the Division Chief and Internal Affairs Bureau.

#### **Cell extraction policy**

The CMTF consulted with the LASD Crisis Negotiations Team concerning the cell extraction policy and are currently in the process of implemented revisions based on their input.

#### **Injury / Illness Report - Inmate** *(Appendix M, Page lxiii)*

This policy was drafted to provide a process for disclosure of certain medical information to custody personnel as allowed by law for the protection of the welfare of inmates and maintenance of jail security and order.

#### **MCJ "Pill Call" Procedures**

This policy revision was made in the interest of creating a safer working environment for staff and inmates alike during medication disbursement. This new policy allows for the medical staff to deliver medication to inmates at their cell door instead of having a number of high risk inmates congregate into a single area.

#### **Procedures for Processing "Resistance, Delaying, and Obstruction Arrests" (148(a)(1) PC, 69 PC, and 243 (b) PC)** *(Appendix N, Page lxv)*

This Field Operations Directive was introduced in March 2012 in order to clearly define the conditions for arrest under "Resistance, Delaying, and Obstruction." The directive substantiates that a suspect's verbal response to a situation, without a physical act, does not constitute resistance or obstruction unless the words used are so inflammatory as to constitute a threat or incite immediate breach of the peace.

#### **Guidelines Regarding the Use of Personal Video Recording Devices (PVRD)** *(Appendix P, Page lxxiv)*

Custody Division is evaluating Personal Video Recording Devices; these guidelines were developed to provide the personnel selected to participate in the evaluation program instructions on the proper use and deployment of the devices.



## **Correspondence with Outside Organizations**

The Department has developed a good working relationship with several prominent organizations and values their recommendations and feedback. The CMTF has been working directly with representatives from the OIR, Special Counsel Merrick J. Bobb, the ACLU, Board of Supervisors, ALADS, PPOA, and the CCJV.



## **OIR and Merrick Bobb Jail Recommendations**

The CMTF conducted an analysis of all recommendations made by Special Counsel Merrick Bobb and the OIR. Since 1994, Special Counsel Merrick Bobb has made 119 recommendations. Of those, 93 have been resolved with 26 recommendations pending. The OIR's first recommendations began in 2004. Since then, the OIR has made 85 total recommendations of which 74 have been resolved with 11 pending. Each recommendation was thoroughly reviewed and, if feasible, placed into practice; however, there are some that require on-going review or there are associated fiscal requirements that the Department is currently unable to resolve (see Attachment 2).



## **Union Participation**

The Department has had a very good working relationship with the major labor unions, ALADS and PPOA. Amidst the multiple changes in policy and procedures, a working group consisting of deputies was established by ALADS. The CMTF attended a number of meetings with the working group to review and comment on any policy change or creation in which there was an impact to the personnel whom they represent.



## **ACLU**

The ACLU levied several allegations, stating a number of inmates were abused as a form of retaliation against their meetings with ACLU representatives. Although the CMTF is not handling the investigations, an open dialogue with the Jail Investigations Task Force has been established with periodic updates provided through a liaison assigned by the CMTF. To further address these issues, the CMTF revised the Department's anti-retaliation policy to make staff aware of the Department's expectations (see Appendix A, page iv).



In mid January, the Sheriff and the CMTF met with the ACLU to provide them with a sixty-day update on the progress of improving operations in the Department's custody facilities. As part of this meeting, the Department extended an invitation to attend any upcoming Town Hall meetings and have been requesting to resume monthly meetings.



## **Public Defenders Office**

In addition, the Public Defender's Office submitted a letter to Sheriff Baca expressing concerns about custody policies they perceive as having negative impact on their office's operations. The issues of greatest concern were lack of privacy, lack of access at TTCF and MCJ, an inability for Public Defenders to pre-schedule attorney visits, and inconsistency with accepting valid and signed court orders. In response, the CMTF orchestrated the addition of an attorney room at Mira Loma and also facilitated discussions between the Unit Commanders of TTCF and MCJ and members of the Public Defender's Office.



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

### COMMANDER MANAGEMENT TASK FORCE

#### Jail Best Practices

In order to explore all avenues related to best practices, the CMTF contacted other agencies to compare/contrast their policies with our own. The two more prominent comparisons involved Cook County, Illinois and Rikers Island, New York (see Appendix O).

#### Citizens Commission on Jail Violence

On October 18, 2011, the Board of Supervisors initiated the CCJV to review the nature, depth, and cause of the problem of inappropriate deputy use of force in the jails, and to recommend corrective action as necessary. Since their implementation, the CMTF has worked directly with their staff to conduct jail tours and provide the necessary documentation to assist them in their task.

#### Automation / Modernization

As with any other large corporation or entity, the Department is working diligently on strategizing new computer oriented systems to help streamline day-to-day activities. As part of this initiative, the CMTF has been tasked to monitor the status of an application currently under development by the Correctional Services Technology Development Team. This new system, dubbed CARTS (Custody Automated Record Tracking System), is projected to replace a number of existing systems such as FAST, IRTS, the Reference Log, etc. CARTS has been a long term project and its delay for implementation is based on a lack of funding to dedicate the appropriate resources.



#### **FAST**

The Facility Automated Statistical Tracking system (FAST) database is specific to Custody Division, and was designed to capture and track information related to Inmate Disturbances, Inmate Complaints, Escapes, Inmate Deaths, Uses of Force, and Facility Searches (see Appendix A, page xiv).

#### **IRTS**

The objective of the Inmate Report Tracking System (IRTS) is to capture inmate reports (i.e. discipline and information only reports such as administrative segregation) at the time incidents occur so the tracking, processing, and report generation can be done with the least amount of time and effort. IRTS eliminates paper input, manual routing and tracking, as well as the physical storage of reports. The IRTS is maintained by the Custody Automation Unit of Data Systems Bureau, Technical Services Division.

#### **e-LOTS**

The electronic Line Operations Tracking System (e-LOTS) was designed as a tracking application which will enable each jail facility and patrol station to track the progress of certain types of reports, projects, and/or incidents.



## **Video Camera Expansion**

One of the most time intensive projects stemming from an OIR recommendation has been the Close Circuit Television (CCTV) project. To date, over 700 individual high-definition video surveillance cameras have been installed in MCJ, TTCF, and the Inmate Reception Center. The camera installation has been completed at MCJ and is currently underway at TTCF with the assistance of technical staff from the County's Internal Services Department. The server hardware required for video retention is currently being installed and is projected to accommodate well over a year of archived video footage with an approximate cost of \$1 million for every 12 months of archive space. A policy has been drafted and is in the review/approval process, which will standardize recording and reporting requirements and procedures .



The Department is also conducting a six-month pilot program to evaluate whether the use of Personal Video Recording Devices (PVRD) is a useful and practical tool for use inside jail facilities (see Appendix P).

Thank you for taking the time to read The Six Month Status Update on Jail Reforms. This report was intended to highlight specific improvements to the entire jail system. These changes were made possible by the strong leadership displayed by the men and women of the Los Angeles County Sheriff's Department. In the middle of adversity, Sheriff's Department members did not hide from harsh scrutiny and criticism. To the contrary, Department members endured lengthy investigations, independent oversight, repeated inquiries, questioning of actions, dramatized media reports, and welcomed all recommendations for strengthening our performance.

Sheriff Baca and the CMTF are extremely proud of the hard work, dedication, and leadership exhibited by Department members in our effort to transform the culture of the jails to a safer learning environment for staff and inmates. The Sheriff's Department will continue to further strengthen our performance, professionalism, and accountability by welcoming and seeking common sense and innovative solutions consistent with Our Mission, and Our Core Values.

If you have any questions, input, or require additional information, feel free to contact Sheriff Baca or the CMTF at (213) 893-5001.





## **Appendix A**

### ***Policy Revisions/Additions***

#### **5-14/005.00 TOWN HALL MEETINGS**

The purpose of this section is to initiate an open dialogue with the individuals housed in the Sheriff's Department custody facilities. The goal is to enhance the quality of life in their community, while maintaining a safe and secure working and learning environment for the personnel assigned to each facility.

It is the responsibility of each custody facility unit commander or their designee to facilitate Town Hall meetings at their respective facility. Every facility is required to conduct a Town Hall meeting for each housing area at least once a month. For larger custody facilities, it is suggested that daily Town Hall meetings are held in order to meet this mandate.

It is the unit commander's responsibility to ensure that the Town Hall Meeting documents are completed in a reasonable period of time. The documents include, but are not limited to, the Town Hall Meeting Form, Rehabilitation Survey, and Town Hall Tracker.

Prior to the commencement of a Town Hall meeting, the Rehabilitation Survey shall be provided to each inmate in attendance. The inmates completing the form may remain anonymous, and the survey shall be collected by the staff at the end of each meeting. If there are specific complaints regarding a quality of life issue, they must be entered into the Town Hall Meeting Tracker.

The Town Hall Meeting Form was created to capture the inmates' concerns and suggestions dealing with quality of life issues in their custodial environment. Issues derived from the Town Hall meetings shall be entered into the Town Hall Meeting Tracker and addressed within seven days from the date of the meeting. If additional time is required, a new deadline should be established with a detailed explanation.

In the event inmates in a specific housing area refuse to attend a Town Hall meeting, they shall be afforded the opportunity to fill out a Rehabilitation Survey, and the refusal shall be documented in the Town Hall Tracker.

In an effort to ensure all inmates are afforded the opportunity to participate in a Town Hall meeting, the unit commander or their designee shall monitor the housing locations. They shall ensure inmates are free from intimidation or coercion from other inmates, and that their personnel are conducting themselves in a professional manner as reflected in the Core Values.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix A cont'd**

### **Los Angeles County Sheriff's Department**

<b>CORRECTIONAL SERVICES DIVISION OFFENDER SERVICES BUREAU INMATE PROGRAMS UNIT</b>	<b>Unit Order:</b> 1-10-010
	<b>Effective Date:</b> 06-01-11
	<b>Revision Date:</b> <b>Review Date:</b>
<b>Subject:</b> Program Cancellations - Inmate Programs/Education	
<b>Reference:</b> CDM 2-00/040.00, 5-13/130.00, 7-30/000.00; CCR Title 15 Section 1061	

#### **PURPOSE OF ORDER:**

To standardize policies, rules and procedures within the unit for program cancellations and standardized reporting requirements for said cancellations, in compliance with the Offender Services Bureau Unit Manual.

#### **SCOPE OF ORDER:**

This order shall apply to all personnel assigned to and/or working in any capacity within the Offender Services Bureau.

#### **ORDER:**

All inmate educational/vocational programs within the Los Angeles County Jail system are coordinated and administered via the Offender Services Bureau - Inmate Programs Unit.

In any instance where an inmate program/class is canceled (facility lock-down, instructor/facilitator cancellation, staff shortage, CARP...etc) immediate written notification shall be made to the Inmate Programs Unit Sergeant/Lieutenant, via the LASD email system. Notification shall include the following:

- Title of the inmate program/class
- Facility affected, number of inmates impacted
- Date and time of the cancellation
- Reason for cancellation and any other pertinent information relating to the cancellation
- Any efforts made to substitute or fill-in with any other type of program shall also be included within the email notification.

All personnel assigned to Offender Services Bureau shall familiarize themselves with the contents of this unit order and the Offender Services Bureau Unit Manuals of Policy and Procedures.



## **Appendix A cont'd**

### **5-12/035.00 RESPONSIVENESS TO INDEPENDENT OVERSIGHT (ACLU)**

The Los Angeles County Sheriff's Department is committed to operating its jail system in a safe and secure learning environment for staff and inmates, with respect for the dignity of all people. The Sheriff's Department ensures compliance with all policies, procedures and Title 15 Standards, and upholds Public Trust through fairness, impartiality, and openness. In order to objectively critique and review its effectiveness, the Sheriff's Department receives direct independent oversight from the Office of Independent Review (OIR), and works closely the American Civil Liberties Union (ACLU) for specified issues.

The OIR and ACLU shall have fair access to jail facilities, and direct communication with designated Sheriff's Department personnel for the following purposes:

- Inform Sheriff of inmate complaints/requests for services
- Initiate investigations regarding inmate complaints
- Monitor timeliness of complaint investigations/dispositions
- Review investigative complaints through the OIR
- Review case dispositions through the OIR

Sheriff's Department personnel shall be responsive to the OIR and ACLU by documenting complaints, requests, and recommendations to their unit commander. Unit commanders have an obligation to ensure all complaints, requests, and recommendations by the OIR and ACLU are addressed, and communicated to major executives on the Department when appropriate. Regardless of the outcome, unit commanders shall ensure that complaints, requests, and recommendations are reasonably addressed and responded to in a timely manner. Any question as to whether a complaint, request, or recommendation should be communicated to major Department executives shall be resolved by notifying the Sheriff directly.

### **2-01/030.00 CAPTAINS**

Division Captains are the commanding officer of a facility, bureau or unit. Division Captains are responsible for all functions and operations at their unit. Refer to the Department Manual of Policy and Procedures, section [2-02/060.00](#), "Captains."

Captains are directly responsible to a designated Area Commander, and are equivalent to a "Facility Manager," as described in the Minimum Standards for Adult Local Detention Facilities, Title 15, section 1006, "Definitions."

Captains are directly responsible for creating a service oriented environment in their facilities, with access to the best resources and programs available for those in our custody. Captains are also responsible for ensuring that inmates in their custody are provided a safe a secure environment, where they feel comfortable approaching and interacting with Department personnel at all times. Providing such an environment for those in our custody serves to create a more positive and secure environment for our personnel as well.

Captains shall develop a comprehensive training program for all deputies and staff regarding violence prevention practices. Our goal is to establish violence-free interactions with inmates. The program will include inmates as a resource to further establish respect based communication practices. Refer to Custody Division Manual, section [3-02/035.00](#), "[Force Prevention policy](#)."



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix A cont'd**

#### **5-12/005.00 TREATMENT OF INMATES**

Inmates are entitled to fair and impartial treatment. At the same time members must be firm and resolute in requiring compliance with rules and regulations. Members shall treat those persons in custody with respect and dignity.

Inmates shall not be threatened, intimidated, mistreated, abused, denied privileges, denied access to programs or services, or disciplined in retaliation for speaking with a legal representative, or any inmate advocacy organization. In addition, inmates shall not be threatened, intimidated, mistreated, abused, denied

privileges, denied access to programs or services, or disciplined in retaliation for expressing dissatisfaction, or filing a complaint about the conditions of confinement including, but not limited to:

- Meals,
- Housing,
- Exercise,
- Visiting,
- Mail,
- Showers,
- Phones,
- Commissary,
- Medical treatment or medications,
- The performance of duties of Custody, Department of Mental Health, or Medical Services personnel.

Members shall consider inmate inquiries potentially legitimate, and when appropriate refer an inmate to personnel who can address the inquiry, or to the inmate complaint procedure. Members are prohibited from discouraging inmates from voicing complaints or concerns about their incarceration.

#### **5-12/005.05 ANTI-RETALIATION POLICY**

Inmates shall not be subject to retaliation through threats, intimidation, or mistreatment for any reason. When inmate conduct requires a response from Department members, it shall be handled through the criminal justice system, inmate disciplinary system, or other methods consistent with the Department's Core Values, policies, and procedures.

Inmates are part of a community inside the jail system and should be encouraged to express complaints, requests, or recommendations to Department members. Inmates shall also have the right to communicate with legal representatives or inmate advocacy organizations about complaints or personal legal matters.

Members shall not ask inmates for details of their communications, or interfere with the intent to discourage complaints.

Department members shall not remove or deprive an inmate from correspondence, including names, phone numbers, contact information, or any information that is used for legitimate and lawful purposes.

Any allegation of retaliation by an inmate will be objectively and thoroughly investigated by the Sheriff's Department. The allegation will be documented by the supervisor receiving the complaint on a SH-AD 32A and submitted to the unit commander of the involved facility for review. The unit commander will forward a copy of the complaint to Internal Affairs Bureau, Internal Criminal Investigations Bureau, and the Office of Independent Review. The Captain of Internal Affairs Bureau will determine which unit will conduct the investigation.



## **Appendix A cont'd**

### **3-02/035.00 FORCE PREVENTION POLICY**

It is the Sheriff's Department's responsibility to provide a safe custody environment for the inmates and a safe working environment for Sheriff's personnel. All employees shall view their professional duties in the context of safety for themselves, other employees, and inmates.

All jail personnel should maintain a professional demeanor, according to each situation, keeping in mind the Department's Core Values.

Department members shall only use that level of force which is objectively reasonable to uphold safety in the jails and should be used as a last resort. Reasonable efforts, depending on each situation, should be made by jail personnel to de-escalate incidents by first using sound verbal communications when possible. If verbal communications fail, reasonable efforts should be made to call a supervisor to assist in seeking compliance from disruptive inmates ([Refer to CDM 5-05/090.05, Handling Insubordinate, Recalcitrant, Hostile or Aggressive Inmates](#)).

In cases where Sheriff's Department personnel must take action to conduct lawful duties where there is not necessarily an immediate physical threat, such as prolonged passive resistance or cell extractions, there shall be a tactical plan predicated on preventing the use of force whenever possible. Supervisors shall be present during planned tactical operations.

All inmates are issued a copy of jail rules and regulations and subject to discipline for violating those rules. All Department members shall focus on upholding safety, respect and professionalism, even in situations where force is required.

When force must be used, deputies and staff shall endeavor to use restraint techniques when possible, and use only that level of force required for the situation, consistent with Department's Situational Use of Force Options Chart (as defined in [Manual of Policy and Procedures, Use of Force Categories, section 3-01/025.20](#)).

Our collective and individual goal is to prevent force through effective communication emphasizing safety, respect, and professionalism as emphasized in the Department's Core Values.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

**Appendix A cont'd**

**Los Angeles County Sheriff's Department**

**CUSTODY OPERATIONS DIRECTIVE**

**Custody Support Services**



CUSTODY OPERATIONS DIRECTIVE: 12-001

DATE: FEBRUARY 17, 2012

ISSUED FOR: CUSTODY OPERATIONS DIVISION

**MANDATORY ROTATION OF LINE PERSONNEL IN CUSTODY**

**PURPOSE**

The purpose of this directive is to ensure job assignments for line personnel in Custody Division are rotated no less than every six months.

**POLICY AND PROCEDURES**

Effective immediately, all Custody Division unit commanders shall ensure line personnel are rotated between job assignments no less than every six months. Rotations shall be done in a manner that upholds safety and efficiency, while allowing personnel to learn numerous job functions. Compliance with this directive does not mandate the changing of regular days off or shift assignments for personnel.

Unit commanders with the concurrence of the Chief of Custody Division may use discretion for key positions that require additional training or experience that may impact the effectiveness of their command. These key positions shall be identified and reported annually to the Chief of Custody Division.

The policies and procedures outlined in this directive shall remain in effect until the Custody Division Manual is revised and/or this directive is rescinded.

**RETENTION**

Unit commanders shall ensure that scheduling records are maintained for 2 years to show compliance with this directive.

Questions regarding this policy should be directed by email or phone to Custody Support Services, Lt. Daniel J. Dyer at (213) 898-6096.

APPROVED: \_\_\_\_\_

DENNIS H. BURNS, CHIEF  
CUSTODY OPERATIONS DIVISION

DHB:oam

Originally Issued: 02/17/2012

Revised:

Latest Revision:

PAGE 1 OF 1



## **Appendix A cont'd**

### **3-04/020.00 FRATERNIZATION AND PROHIBITED ASSOCIATIONS WITH INMATES**

Fraternization with County Jail inmates is strictly prohibited in accordance with Manual of Policy and Procedures (MPP) section 3-01/050.85, "[Fraternization and Prohibited Associations](#)."

Any employee working within Custody or Correctional Services Divisions, who comes in contact with an inmate who is either a relative, friend, associate, acquaintance, or other person known to the employee, past or present, shall immediately notify the watch commander in writing of this fact. Subsequent contacts with the inmate, where inappropriate favors or actions are requested of the employee, should also be reported to the watch commander.

Notification to the watch commander shall be made in Department memorandum format (SH-AD-32), and shall include the following information:

- Inmate's name,
- Booking number,
- Current housing location,
- Type of relationship or association,
- Detailed description of relationship or association history,
- Time of first contact within custody, and
- Description of inappropriate favors or actions requested (if applicable)

The notification memorandum shall be retained, pursuant to MPP section 3-01/050.85, "[Fraternization and Prohibited Associations](#)." The unit commander shall be responsible for managing the inherent risk associated with inappropriate requests for favors by inmates.

A special handle notation shall be made on the inmate's electronic special handling record, documenting the inmate's relationship or association with the Department employee. This notation does not require that the inmate be reclassified to K-1 status. This change shall only be made if all requirements are met as stated in Custody Division Manual section 5-01/030.00, "[Identification and Classification Symbols for Special Handling Inmates](#)."

The watch commander shall make a determination if the relationship is such that the inmate's continued incarceration at the facility may jeopardize the safety of the inmate, the staff member, the security or operation of the facility. If the relationship violates any of these concerns, the watch commander shall ensure the inmate is relocated within the County Jail system. The unit commander shall be notified of the incident via memorandum.

#### **Inappropriate Requests for Favors by Inmates Not Previously Known to Employee**

Any attempt by an inmate to request inappropriate favors or actions from an employee, whether the inmate is previously known to the employee or not, shall immediately be reported in writing to the facility watch commander. The notification to the watch commander shall be made in Department memorandum format (SH-AD-32), and shall include the following information:

- Inmate's name,
- Booking number,
- Current housing location
- Time and location of occurrence, and
- Description of inappropriate favors or actions requested

The notification memorandum shall be retained, pursuant to MPP section 3-01/050.85, "[Fraternization and Prohibited Associations](#)."



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix A cont'd**

The watch commander shall notify the unit commander via memorandum. The unit commander shall be responsible for determining the appropriate course of action.

If the actions of the employee are criminal in nature, the unit commander shall immediately consult with Internal Criminal Investigation Bureau (ICIB) and their respective Division Chief.

Upon the completion of the investigation, the unit commander shall consult with the Division Chief to determine the appropriate course of action.

#### **4-01/020.10 DOCUMENTATION AND SUPERVISORY RESPONSE TO INMATE MEDICAL EMERGENCIES**

Whenever an inmate suffers injury or illness requiring unanticipated medical care custody personnel shall immediately notify medical personnel. Custody personnel shall ensure the inmate receives appropriate medical attention in compliance with CDM 5-03/060.00 (Medical Diagnosis and Treatment).

In these types of medical emergencies, if the inmate shows any sign of physical trauma, or complains of pain/discomfort that could be the result of an assault or the use of force, the employee requesting medical shall also request a supervisor.

"Supervisor" in this policy refers to sergeants and above, and does not include deputy sheriff generalists or Supervising Line Deputies "acting" in that capacity.

The supervisor's focus is to ascertain if the inmate's medical condition is the result of an assault or a use of force by Department personnel. The supervisor will interview the inmate (if possible), medical staff, and any employee, inmate, or third party witnesses to establish if force was a factor contributing to the inmate's medical condition. If there is any indication that the inmate's injury/condition is the result of force used by an employee, the supervisor will immediately notify the watch commander. The watch commander will conduct an inquiry and will take appropriate investigative or administrative action.

If the inmate's condition is the result of an assault from another inmate, the supervisor will ensure a crime investigation is conducted and documented.

On the Inmate Injury Report (SH-J-212), at the end of the officer's narrative section, the supervisor will briefly note that they interviewed the inmate, the date and time, and that there was no allegation of force. The supervisor's interview and any additional actions initiated as part of his or her inquiry, including all interviews conducted, shall be documented in the watch commander's log.

The watch commander shall ensure the supervisor's name-notation is present before approving the Inmate Injury Report.

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**



**Appendix A cont'd**

761551N25A - SH-AD (11/90)

COUNTY OF LOS ANGELES

**SHERIFF'S DEPARTMENT**

*A Tradition of Service Since 1850*

DATE: November 4, 2011

OFFICE CORRESPONDENCE

FILE: 211935

FROM: DENNIS H. BURNS, CHIEF  
CUSTODY OPERATIONS DIVISION

TO: CUSTODY AND CORRECTIONAL  
UNIT COMMANDERS

*Alexander R. Yim*  
ALEXANDER R. YIM, CHIEF  
CORRECTIONAL SERVICES DIVISION

SUBJECT: **CUSTODY DIVISION DIRECTIVE 11-005 (FORMAL) CUSTODY FORCE RESPONSE TEAM (CFRT)**

The purpose of this directive to establish the Custody Force Response Team.

**Custody Force Response Team (CFRT)**

The Sheriff's Department has created a Custody Operations Division, Custody Force Response Team, whose goal is to ensure high quality force investigations through incident oversight and investigative evaluation. The Custody Force Response Team (CFRT) will be comprised of sergeants, designated to respond to specific force incidents, where they will monitor various aspects of the inquiry, including but not limited to: interviewing participant employees, inmates, and witnesses, examining any video or evidence and monitoring the facility supervisor as they conduct their inquiry.

The Response Team Sergeants shall act as an on-scene resource for the handling supervisor: providing information, guidance, analysis and recommendations. In the course of reviewing the incident, the Response Team Sergeant may give specific direction to the handling supervisor, if appropriate. The facility supervisor has the primary responsibility of handling and documenting the force incident; however, the CFRT has the authority to take control and assume responsibility for the investigation. In the event of policy violations the CFRT Lieutenant may initiate a request for an administrative (internal) investigation, through proper channels.

In examining force incidents, Response Team Sergeants will pay particular attention to events that precipitated the use of force and the tactics used. In incidents where multiple employees are participants, additional focus will be placed on the actions of responding personnel and the tactics involved in their engagement.

**CFRT Notification**

Watch Commanders are required to notify the Internal Affairs Bureau (IAB) per the IAB notification criteria. If IAB responds to the incident, NO notification to the CFRT is required.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix A cont'd**

**CUSTODY FORCE RESPONSE TEAM -2-**

**November 4, 2011**

Watch Commander shall make immediate verbal notification to the CFRT Lieutenant whenever any of the following force incident criteria are present:

- When IAB is notified and they decline to respond, the CFRT will be notified
- Significant inmate injuries as a result of employee contact or alleged contact
- Significant employee injuries as a result of inmate contact
- Taser – if use results in significant inmate injury
- Personal weapons used – if use results in significant inmate injury
- Impact Weapon/shod foot used - if use results in significant inmate injury
- Carotid restraint
- Emergency Response Team action resulting in significant inmate injury
- Any head strikes – including the head striking any fixed/hard object
- Watch Commander may seek a CFRT response due to the circumstances

During business hours (M-F, 0800-1700), the Watch Commander shall notify the Custody Force Response Team by calling Custody Headquarters at: (213) 893-5004. After hours notifications shall be made through Sheriff's Headquarters Bureau: (323) 267-4800.

### **Significant Injury for the Purpose of this Policy**

Significant injuries consist of more than redness, swelling, or bruising. Complaints of pain will not be considered notification criteria unless the complaint is regarding the head, neck, or spine; or, may possibly be indicative of an internal injury. The removal of Taser probes in and of themselves does not constitute a significant injury.

### **CFRT Response**

The CFRT Lieutenant shall evaluate the information and determine if response is appropriate.

### **Unit Commander Duties**

Upon completion of the Use of Force packet and Watch Commander's review, the facility will contact the respective CFRT Sergeant and make arrangements for delivery of the entire packet (including video and evidence if requested). The use of force packet is due to the CFRT Sergeant no later than 14 days after the incident. The CFRT Sergeant has 7 business days to review the packet and return it to the facility with noted changes, concerns or questions, if any. The CFRT Lieutenant will review the CFRT Sergeant's notations prior to the return of the packet to the facility.

Upon receipt of the packet, the Unit Commander has up to 7 days to ensure the changes are made (if any), note they have reviewed it, and return the packet to the CFRT Lieutenant for the Custody Force Review Committee (CFRC). The packet must be received by the CFRC no later than 30 days after the incident. The force investigation will be scheduled for a Custody Force Review Committee evaluation.



## **Appendix A cont'd**

**CUSTODY FORCE RESPONSE TEAM -2-**

**November 4, 2011**

When an unforeseen circumstance interferes with a unit's ability to meet any of the above stated time lines, the Unit Commander will advise their Division Chief and request an extension in writing in five day increments.

### **CFRC Disposition Duties**

The CFRC will decide on the final disposition of the force packet. Moreover, the Chairperson of the CFRC will sign as the approving authority on the SH-R- 438. The CFRC will return their findings to the Unit Commander within 5 business days. The Unit Commander has 30 days to respond to the CFRC's findings.

After review by the CFRC, the Use of Force packet will be returned to the facility for processing to the Discovery Unit.

Questions regarding this directive should be directed by email or phone to Custody Support Services, Lt. Bruce D. Chase at (323) 383-5350.

DHB:ARY:oam



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix A cont'd**

#### **4-07/005.00 CUSTODY FORCE REVIEW COMMITTEE**

The Sheriff's Department has created a custody facility specific Custody Force Review Committee comprised of three Custody Division Commanders, one of whom will be appointed as Chairperson. Additionally, a member of the Office of Independent Review (OIR) will participate as a monitor and provide input. The goals of the Custody Force Review Committee are to evaluate the force applied within custody facilities, the quality of Use of Force investigations, and the effectiveness of supervision.

The Custody Force Review Committee (CFRC) will review all use of force incidents responded to by the Custody Force Response Team (CFRT). In addition, the CFRC can review incidents at the request of a Unit Commander, or based on factors such as an increase in force incidents by facility, shift, or employee.

The CFRC will calendar completed Use of Force incidents for review and will require the Unit Commander (of their designee), the handling facility sergeant, and/or approving watch commander to attend. They should be prepared to discuss specifics, answer questions and justify recommendations regarding the incident. The CFRC will review the force incident as a whole, including the events that precipitated the use of force and any prevention efforts (if applicable), as well as the quality of the force inquiry. The handling Custody Force Response Team Sergeant will present the basic facts of each incident and will act as a subject matter resource.

The Custody Force Review Committee Chairperson shall report the Committee's finding, including recommendations, to the specific Unit Commander via memorandum. Recommendations to debrief involved and/or uninvolved personnel, provide additional training, or conduct counseling will be included in the Committee's memorandum. Exemplary performance or conduct will also be acknowledged and appropriate commendations recommended.

The Unit Commander shall evaluate the committee's findings, act on their recommendation(s), document their actions, and report back to the Committee within thirty (30) business days. Any disagreements with the Committee's findings shall be addressed via memorandum within thirty (30) business days.

If it is determined that a violation of established Department policy may have occurred, the specific Manual of Policy and Procedures section(s) shall be cited in the Committee's findings. The CFRC will order that an investigation is opened and assigned to the appropriate unit.

When completed, the investigation will be returned to the respective facility Unit Commander for disposition. Prior to issuing a Letter of Intent, the Unit Commander will report on the findings of the investigation at the next scheduled CFRC session. The disposition will then be processed through normal channels with the Custody Division Chief having final approval. Discipline imposed as a result of CFRC review can be grieved via the normal grievance process.

Issues concerning tactics, training, and/or policy revisions shall be cited and a memorandum forwarded to the appropriate Department Unit/Bureau for consideration.

After review by the CFRC, the Use of Force packet will be returned to the facility for processing to the Discovery Unit.



## **Appendix A cont'd**

### **4-07/015.05 USE OF FORCE REVIEW PACKAGE**

The Watch Commander/Supervising Lieutenant shall prepare and submit a force review package to the Unit Commander for all reviews of force not conducted by an IAB Force/Shooting Response Team. The force review package shall include the following items:

- Supervisor's Reports on Use of Force (SH-R-438P),
  - Copy of SH-R-49, if applicable, and related supplemental reports,
  - Involved employee's use of force memos if no SH-R-49 was submitted,
  - Copy of in-service rosters for the concerned shift(s),
  - Documentation to show suitable treatment from qualified medical personnel was sought and/or received; and in cases of hospital/urgent care treatment or when the inmate is scheduled for a follow-up examination, that a timely additional investigation was conducted to verify the injuries or inmate's medical status,
  - Photographs or video recording of suspect's injuries or areas of alleged injury,
  - Audio or video recordings of watch commander and handling sergeant's interviews,
  - Audio or video recordings (CCTV or hand-held camera) of the actual incident (if applicable),
- Additionally, in instances of the Total Appendage Restraint Procedure (TARP) being applied, the TARP-related information obtained from the immediate supervisor, as outlined in the Immediate Supervisor's Responsibilities subsection, shall be documented in the memorandum. For additional information, refer to Manual of Policy and Procedures (MPP) section [3-01/110.22](#), Total Appendage Restraint Procedure (TARP),
- Inmate Inventory by Permanent Housing Location (Purge), if applicable,
- Any related material which is deemed significant or serves to further document the incident.

### **Review of Multi-media Documentation**

Custody Division Watch Commanders shall review all facility CCTV footage, video and audio recordings, and any photographs that are related to a force investigation they are assigned to review and approve.

Watch Commanders shall include the following notation at the end of the "Watch Commanders Review" section of the SH-R-438P:

*"I have viewed all video and audio recordings (including facility CCTV, handheld camera footage of the incident, interviews, and photographs) that document any aspect of this force incident."*

If the facility has a CCTV system and no video is available for the incident, the Watch Commander shall indicate the reason (for example: the system was down, no camera is positioned to cover that area of the facility, etc.). The Watch Commander shall document if a repair request was submitted, if a new camera needs to be installed to provide additional coverage, or whatever remedy was required to address the problem.

The Unit Commander shall follow-up on the video issues noted by the watch commander and shall ensure the problem is remedied.



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix A cont'd**

#### **Submission of Force Package**

The Use of Force package shall be forwarded to the Unit Commander for approval. The packet must be completed and submitted to Division Headquarters for review no later than 30 days after the force incident. When an unforeseen circumstance interferes with a unit's ability to meet the above stated time line, the Unit Commander will advise the respective Division Chief and request an extension in writing in five day increments.

For additional guidance, refer to MPP section 5-09/430.00, Use of Force Reporting and Review Procedures.

#### **5-04/015.00 DECLASSIFICATION OF MALE MENTAL OBSERVATION INMATES**

All declassifications or reclassifications of mental observation inmates shall be approved by DMH personnel and then referred to the IRC Classification Unit.

Mental observation male inmates, who are declassified by DMH personnel to general population, shall be transferred to an appropriate Pitchess Detention Center facility via IRC. Any deviation from this policy shall be approved by the Correctional Services Division chief or his designee.

It will be the responsibility of the IRC Classification Unit to ensure that any inmate who has been reclassified is not placed in the same housing location they were in prior to being placed in mental observation; unless medical treatment, security level, or care issues would cause harm to that particular inmate.

Should suitable housing become an issue, the IRC Classification Unit will contact the concerned watch commander and ensure appropriate housing locations are identified. JMET North shall be immediately notified by the IRC Classification Unit once a Pitchess Detention Center facility has been identified.

#### **4-01/025.00 INMATE ASSAULT AND FORCE REPORTING IN F.A.S.T.**

##### **Assault Reporting**

When **any** assault between inmate on staff, or inmate on inmate (e.g. battery, assault with a deadly weapon, etc.) occurs within Custody Division, it is the responsibility of the handling supervisor to ensure the completion of the Inmate Assault Load Sheet. This form shall be completed in addition to any other required reports (see Custody Division Manual section 4-07/010.00, "Notification and Reporting of Significant Incidents"). Data from load sheets shall be entered into the Facilities Automated Statistical Tracking (F.A.S.T.) system. Inmate Assault Load Sheets shall not be completed if an Inmate Disturbance Load Sheet is completed (see Custody Division Manual section 4-01/020.00, "Disturbance Reporting").

##### **Watch Commander Responsibility**

Following any inmate assault or use of force, the watch commander shall ensure that all required load sheets are completed by the handling supervisor prior to the end of the shift. A copy of the completed load sheet(s) shall be forwarded to the Unit Statistical Coordinator for entry into the F.A.S.T. system.

The original load sheet shall be placed into the URN file. A second copy shall be placed in the related use of force package(s).

##### **Statistical Coordinator Responsibility**

Upon receipt of a load sheet, the Unit Statistical Coordinator shall ensure that data is entered into the F.A.S.T. system by the next business day. Load Sheets generated from Friday afternoons through Sunday shall be input on Monday (holidays exempt).



## **Appendix A cont'd**

### **Unit Commander Responsibility**

Data input into the F.A.S.T. system must be entered Monday through Friday, with the exception being County holidays. A F.A.S.T. trained employee must be scheduled to work Monday-Friday to facilitate data input. This will require the cross-training of various administrative staff to ensure coverage for compressed work schedules, sick call-ins, and other variances.

Prior to the final approval of a use of force packet, unit commanders shall ensure the data from load sheets was accurately captured in F.A.S.T. and the Command Accountability Reporting System (C.A.R.S.).

### **3-03/225.00 FOOTWEAR**

#### **Boots (optional)**

Uniformed members may wear boots in lieu of low or high-cut shoes. The optional boots shall be leather or a leather/nylon combination, solid black, with a leather plain toe or plain cap toe. Boots with zippers are permitted. Boots must be highly shined and have black laces. Boots reinforced with a steel toe (or similar material) are prohibited unless specifically authorized by the concerned division chief.

Boots worn with the Class A uniform must have a traditional "stitched-welt" sole.

Boots with a molded sole are authorized for use with Class B and Special Operations clothing.

#### **Rain Boots**

Rain boots shall be made of waterproof black rubber and fit over the shoes. Hip wader boots are not authorized.

#### **Shoes**

Uniform shoes shall be properly maintained and shall be kept in a shined condition.

#### **Males' Shoes**

Shoes worn by uniformed male employees shall be plain black, smooth or high gloss leather, with black laces and shall be similar to military dress shoes. Ornamented and slip-on shoes are not permitted. Shoes reinforced with a steel toe (or similar material) are prohibited unless specifically authorized by the concerned division chief.

#### **Females' Shoes**

Shoes worn by uniformed female employees shall be plain black, smooth leather, lace oxford or pump style with closed toes and heels. Heels shall not exceed two inches. Ornamented shoes are not permitted. Shoes reinforced with a steel toe (or similar material) are prohibited unless specifically authorized by the concerned division chief.

#### **Athletic Footwear**

Athletic footwear shall not be worn with a Class A uniform. Uniformed members may wear suitable athletic type footwear, including bicycle shoes, with Class B, Class C or special clothing with Unit Commander approval. The footwear shall be black in color, lace type, and may be either high-top or low cut in style. Appropriate socks shall be worn with all athletic footwear.

#### **Motorcycle Boots**

Uniformed sworn members conducting motorcycle enforcement duties shall wear protective riding boots. The boots shall be black aniline dyed, top quality, full grain, chrome tanned calf skin with a bal-laced instep, plain



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## **Appendix A cont'd**

toe, flap and buckle or lacing at the tops, and a nine (9) eyelet center lacing at the tops, and a nine (9) eyelet center lacing at the instep.

### **3-01/025.10 UNREASONABLE FORCE**

Department members shall use only that force which is objectively reasonable. Unreasonable force is that force that is unnecessary or excessive given the circumstances presented to Department members at the time the force is applied. Unreasonable force is prohibited. The use of unreasonable force will subject Department members to discipline and/or prosecution. Head strikes with an impact weapon are prohibited unless circumstances justify the use of deadly force.

The following uses of force are prohibited unless circumstances justify the use of deadly force (i.e., the individual's actions fall in the life-threatening/serious bodily injury category, section 3-01/025.20, Use of Force Categories):

- head strike(s) with an impact weapon;
- force specifically intended to incapacitate an individual by deliberately striking their head against a hard, fixed object (e.g., roadway, driveway, concrete floor, wall, jail bars, etc.);
- deliberately kicking an individual in the head with a shod foot while the individual is lying on the ground/floor; and/or,
- deliberately kneeling an individual in the head while the individual is lying down, causing their head to strike the ground, floor, or other hard, fixed object.



## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 1 of 10**

#### **5-09/430.00 USE OF FORCE REPORTING AND REVIEW PROCEDURES**

Any use of force which is greater than that required for unresisted Department-approved searching or handcuffing, including the use of oleoresin capsicum (pepper) spray, Freeze +P, Deep Freeze aerosols, or powder from a Pepperball projectile must be reported. Additionally, any use of force which results in an injury or a complaint of pain must be reported.

##### **Directed Force**

Directed force is any force used by Department personnel at the direction of a supervisor to control an individual or a group.

##### **Responsibilities for Reporting the Use of Force**

Members shall immediately make a verbal notification to their immediate supervisor (in this section, "supervisor" refers to a minimum rank of Sergeant) in all cases in which they use reportable force. Members witnessing reportable force used by another Department member or by anyone working with or on behalf of the Department shall immediately advise their supervisor, who will determine whether a separate report/memorandum by the witness(es) is required. Members witnessing reportable force (as defined in this section) used by employees of another law enforcement agency shall immediately advise their supervisor and write a memorandum documenting their presence or, if applicable, provide a copy of their patrol log.

**NOTE:** Refer to MPP section 5-09/431.00 through 5-09/434.15 for the use of force reporting and review procedures involving shootings by Department members.

Whenever an incident involving reportable force requires a first report, all details regarding the use of force shall be included in that report. When feasible, force reports shall be reviewed and approved by the supervisor to whom the force incident was initially reported. A reference to the verbal notification and the name of the supervisor to whom it was made shall be included in the first report. Each assisting member who used force, including partners, shall submit a separate supplementary report detailing his actions. When practical, reports relating to the use of force incident shall be submitted to the supervisor to whom the initial incident was reported.

Each member reporting force in a report or memorandum shall describe in detail the actions of the suspect necessitating the use of force and the specific force used in response to the suspect's actions. Any injuries or complaint of injuries, and any medical treatment or refusal of medical treatment, shall be documented in the first report, supplementary reports or memoranda.

When force is used during crowd control situations and an arrest cannot be made, or



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
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## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 2 of 10**

the person(s) cannot be identified, Department members shall report their individual uses of force, directed or otherwise, to an on-scene supervisor as soon as safely possible. The application of force applied to a group, or members of a group who are not arrested or cannot be identified, shall be documented on a single use of force memorandum by the on-scene supervisor and approved by the Incident Commander.

Reporting of force used in crowd control situations in which individuals are arrested, or who can be identified, shall be reported as an individual use of force consistent with this policy.

#### **Force Allegations**

Allegations of force, whether made by the person upon whom the alleged force was used or by a third party, shall be investigated in a timely manner similar to a force investigation (e.g., interview the complainant and witnesses, collect evidence, gather documents, respond to the scene, take photographs, etc.). The Department member to whom the force allegation was reported shall report the allegation to their immediate supervisor (supervisor refers to a minimum rank of Sergeant). That supervisor shall immediately conduct an inquiry in order to determine whether the allegation has validity (i.e., whether it is corroborated by statements and/or evidence).

The supervisor conducting the inquiry shall adhere to the following guidelines:

- follow up on information provided by the individual making the allegation (i.e., interview person(s) whom the individual said were present and/or witnessed the incident, look for and collect evidence that the individual mentions);
- collect evidence and take statements;
- take photographs of the location, if appropriate;
- review any medical records (in cases of an inmate, review the inmate injury report). If an inmate injury report was not prepared for an inmate, ensure that one is prepared and the inmate is medically treated;
- photograph all visible injuries (if applicable); and,
- thoroughly document/describe all statements taken and evidence collected.

An inquiry into a force allegation shall be documented in a memorandum from the supervisor to the Unit Commander and shall include the reason(s) why the supervisor conducting the inquiry determined there is or is not validity to the allegation. The Unit Commander shall take one of the three following actions: 1) close the inquiry if there is no validity to the allegation; 2) initiate an administrative investigation if the inquiry reveals possible misconduct that could result in discipline, such as unreported use of force; or, 3) initiate a criminal investigation if the inquiry reveals reasonable suspicion that a crime occurred (e.g., assault under the color of authority).

In cases wherein the inquiry revealed that a use of force occurred, and the involved deputy admitted to participating in the incident but did not realize that the circumstances constituted reportable force and, therefore, did not report the incident, use of force



## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 3 of 10**

protocols shall be followed.

Closed force allegation inquiries shall be forwarded to the concerned Division Chief for review/concurrence and subsequently forwarded to the Discovery Unit for retention.

#### **Transporting Suspects**

Whenever a suspect upon whom force was used is transported to a medical facility for examination or treatment prior to booking or housing in a custody facility, the transporting Deputy shall immediately advise the Field Sergeant or immediate supervisor. Except in the most compelling of circumstances, personnel involved in a significant use of force, including participants, witnesses, and supervisors directing force, shall not transport the prisoner. If compelling circumstances require the prisoner be transported by a participant, witness, or involved supervisor, detailed justification shall be made in all supervisors' subsequent reports. The Sergeant shall immediately advise the Watch Commander or Supervising Lieutenant that the suspect is being treated or examined following a Deputy's use of force.

When a suspect must be transported from the field directly to County-USC Medical Center, IRC, CRDF or Twin Towers for booking, the Watch Commander or Supervising Lieutenant shall arrange to conduct the prisoner interview at the booking site, according to the procedures outlined in the sub-section entitled "Watch Commander's Responsibilities."

#### **Medical Treatment**

A suspect must be transported to a medical facility for examination/treatment by qualified medical personnel whenever the person:

- Strikes his head on a hard object, or sustains a blow to the head/face, as a result of the application of force by a Deputy, regardless of how minor any injury to the head/face may appear. The Deputy transporting the suspect shall inform the doctor that the suspect was struck on the head or struck his head,
- Is restrained with a carotid restraint, or any kind of neck/throat restraint, whether or not he is rendered unconscious. The Deputy transporting the suspect shall inform the medical staff of the fact that the suspect was restrained with a carotid restraint and whether or not he was rendered unconscious,
- Is hit with a specialized weapon projectile (such as an Arwen round, Taser dart, Stunbag, Pepperball projectile, etc.),
- Has injuries that appear to require medical treatment,
- Alleges any injury and requests medical treatment, whether or not he has any apparent injuries,
- Alleges that substantial force was used against him, whether or not he has any apparent injuries or requests medical treatment,
- Was wearing the electronic immobilization belt during its activation (unless qualified medical clearance is obtained in the field),



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## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 4 of 10**

Has the Total Appendage Restraint Procedure (TARP) applied on them (unless qualified medical clearance is obtained in the field). Refer to section 3-01/110.22 for additional information.

Any doubt regarding the need for medical treatment shall be resolved by transporting the suspect to an appropriate medical facility.

If the suspect refuses medical treatment in any of the cases previously described, he shall be transported to a medical facility and required to personally inform the medical staff of his refusal to receive medical treatment. The Deputy transporting the suspect shall include in the appropriate report or memorandum the name of the medical personnel to whom the suspect indicated his refusal and the name of the medical staff member authorizing booking at the Station or regular jail housing. In addition, an effort should be made to have the medical staff complete an admission report on the suspect and to indicate the suspect's refusal of medical treatment on that report.

If the medical staff indicates that the suspect should be treated despite his refusal, the suspect shall be transported to the County-USC Medical Center Jail Ward or to the appropriate Custody Division medical facility for treatment or medical review.

### **Immediate Supervisor's Responsibilities**

The Field Sergeant or immediate supervisor shall respond without unnecessary delay to any incident involving reportable force, and shall immediately advise the Watch Commander or Supervising Lieutenant of any significant force incident.

Reportable force is significant when it involves any of the following:

- Suspect injury resulting from use of force,
- Complaint of pain or injury resulting from use of force,
- Indication or allegation of misconduct in the application of force,
- Any application of force that is greater than a Department-approved control hold, come-along, or take down. This includes the activation of the electronic immobilization belt or the use of the Total Appendage Restraint Procedure (TARP). Refer to section 3-01/110.22 for additional information.

In instances of significant force, the Field Sergeant or immediate supervisor shall do the following:

- Locate and interview all potential witnesses, including Department personnel, and document their statements, including those who could have witnessed but claim not to have witnessed the incident. In situations involving very large numbers of potential witnesses, the Watch Commander, or in the case of a Force/Shooting Response Team rollout, the Team Lieutenant, shall determine the appropriate scope of the witness canvass necessary to sufficiently document the force incident,



## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 5 of 10**

- Photograph the scene in conditions as near as possible to those at the time of the force incident, if appropriate,
- Complete a "Supervisor's Report, Use of Force" (SH-R-438) for each member who used force,
- Interview the attending physician or other qualified medical personnel, when the suspect is taken to a medical facility for examination, as to the extent and nature of the suspect's injuries, or lack thereof, and whether the injuries are consistent with the degree of force reported,
- Photograph the Deputies' injuries, if appropriate,
- In incidents involving the Total Appendage Restraint Procedure (TARP), the supervisor shall ascertain the following, if possible, and this information shall be placed in the Watch Commander's memorandum (Force Review Packet):
  - How long the subject was restrained with the TARP,
  - The emergency medical services agency that responded to the scene of the TARPing,
  - How the subject was transported and in what body position(s) they were placed during the transport,
  - The length of time of the transport phase;
  - The observations of the subject's psychological/physical condition while TARPed and during the transport phase,
  - Any alleged recent drug usage by the subject or indications by them that they suffer from cardiac or respiratory diseases (e.g., asthma, bronchitis, emphysema, etc.).

For additional information, refer to section 3-01/110.22.

If the force used falls into one of the categories requiring Force/Shooting Response Team, the Sergeant's or immediate supervisor's function shall be limited to notifying the Watch Commander, identifying and interviewing witnesses and preserving the scene and evidence as appropriate.

Reportable force is less significant when it is limited to any of the following and there is no injury or complaint of pain nor any indication of misconduct:

- Searching and handcuffing techniques resisted by the suspect,
- Department-approved control holds, come-along, or take down,
- Use of Oleoresin Capsicum spray, Freeze +P or Deep Freeze aerosols, or Oleoresin Capsicum powder from a Pepperball projectile when the suspect is not struck by a Pepperball projectile.

Use of Oleoresin Capsicum spray, Freeze +P or Deep Freeze aerosols, or Oleoresin Capsicum powder from a Pepperball projectile is not considered significant force if it causes only discomfort and does not involve injury or lasting pain. In these cases, the Field Sergeant or immediate supervisor shall:

- Advise the Watch Commander or Supervising Lieutenant as soon as possible,



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT

### COMMANDER MANAGEMENT TASK FORCE

## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 6 of 10**

- Interview the person/prisoner if practical,
- Complete a "Supervisor's Report, Use of Force" (SH-R-438) for each member who used force and include a narrative briefly documenting the circumstances and synthesizing any statements acquired,
- Ensure distribution of the SH-R-438 as indicated on the form.

### **Watch Commander/Supervising Lieutenant's Responsibilities**

The Watch Commander or Supervising Lieutenant shall, with extreme priority, personally examine any suspect/inmate on whom significant force has been used and interview him regarding the incident. Except in the most compelling of circumstances, personnel involved in a significant use of force, including participants, witnesses, and supervisors directing force, shall not be present when the interview is conducted. If compelling circumstances require their presence, detailed justification shall be made in all supervisors' subsequent reports. When interviewing suspects/inmates regarding use of force incidents, the Watch Commander shall ask the person if he has any injuries, the nature of the injuries, and if he wants medical treatment. These questions must be asked whether or not the suspect/inmate has any apparent injuries (Refer to the section entitled "Medical Treatment" for required treatment.). If the suspect is taken to a medical facility for examination or treatment, the Watch Commander shall ensure that a supervisor interviews the examining physician or qualified medical personnel as to the extent of the injuries, or lack thereof, and whether the injuries are consistent with the degree of force reported.

The Watch Commander/Supervising Lieutenant shall tape-record the interview of the suspect/inmate and, if appropriate, photograph him, paying particular attention to any known or alleged areas of injury (Obtain suspect consent for photographing injuries hidden by clothing). Where practical, the suspect/inmate should not be interviewed during actual treatment. Prior to beginning the interview, the time, date and location of the interview shall be clearly stated, along with the name, rank, and employee number of all persons present.

The Watch Commander/Supervising Lieutenant shall submit a force review package (see subsection entitled "Force Review Package") to the Unit Commander as soon as possible detailing the results of his review and his recommendation as to whether further action or investigation is warranted.

### **Requesting a Force/Shooting Response Team**

The Watch Commander/Supervising Lieutenant is responsible for making an immediate verbal notification to the on-call Internal Affairs Bureau Lieutenant in any of the following situations:

- All shootings by any Department member, both on-duty and off-duty, including accidental discharges, warning shots, and the shooting at animals,
- All incidents in which Deputy personnel are shot,



## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 7 of 10**

- Hospitalizations due to injuries caused by any Department member,
- Skeletal fractures caused by any Department member,
- Significant force used by any Department member during or following a vehicular or foot pursuit,
- All large party situations where significant force is used,
- Injury or complaint of injury to a person's head, or neck area, resulting in medical evaluation and/or treatment, following contact with any Department member. (This does not apply to contamination due to Oleoresin Capsicum spray, Freeze +P or Deep Freeze aerosols, or Pepperball projectile powder),
- All head strikes with impact weapons,
- Deliberate kick(s) to an individual's head with a shod foot while the individual is lying on the ground/floor,
- Deliberate knee strike(s) to an individual's head while the individual is lying down, causing their head to strike the ground, floor, or other hard, fixed object,
- Canine bites resulting in medical treatment,
- Any death following a contact with any Department member,
- All inmate deaths,
- Injury or complaint of injury to a person's head, as a result of his or her head striking an object, i.e., wall, door jamb, metal bars, etc., due to force used by a Department member or as the result of accidental circumstances,
- Any of the above uses of force witnessed by a Department member applied by personnel from another law enforcement agency involved in an operation with Department personnel,
- At any scene where the Sheriff's Response Team (SRT) is deployed.

The Internal Affairs Bureau Lieutenant shall determine whether the response of a Force/Shooting Response Team is appropriate. If a response team is to be sent, the Internal Affairs Bureau Lieutenant shall direct the Watch Commander/Supervising Lieutenant as to whether to conduct a suspect/inmate interview.

The Watch Commander/Supervising Lieutenant shall make an immediate verbal notification to the Unit Commander of any incident requiring a Force/Shooting Response Team response. (Refer to section 5-09/434.05 Activation of Force/Shooting Response Teams). The Watch Commander shall respond to the location when an employee discharges a firearm, whether intentional or unintentional. The involved employee's Unit Commander shall respond to the location (if within Los Angeles County) when the employee, on or off duty, intentionally discharges a firearm at a person, whether or not anyone is hit, as well as to any type of shooting by the employee which results in a person being hit. The involved employee's division commander shall also be verbally notified and shall respond to the location (if within Los Angeles County) when the employee, on or off duty, intentionally discharges a firearm at a person, whether or not anyone is hit, as well as to any type of shooting by the employee which results in a person being hit. Exceptions must be approved by the involved employee's Division Chief.

In any situation in which a Force/Shooting Response Team responds to conduct a force



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 8 of 10**

review, the Watch Commander/Supervising Lieutenant shall cooperate with and assist team personnel in conducting the review. Neither the Watch Commander/Supervising Lieutenant nor the Sergeant shall conduct a suspect/inmate interview unless directed to do so by the Internal Affairs Bureau Lieutenant. A Unit-level force review package shall not be submitted on any force incident which is documented by Force/Shooting Response Team personnel who have responded to the scene.

#### **Watch Sergeant/Line Sergeant's Responsibilities**

Sergeants approving reports shall ensure that all pertinent information is contained in the crime report. Particular attention should be given to the description of the use of force and the suspect's actions compelling the use of force.

After approving reports involving the use of force, the Sergeant shall ensure that a photocopy of the approved crime report is forwarded immediately to the concerned Watch Commander for inclusion in the force review package.

#### **Force Review Package**

The Watch Commander/Supervising Lieutenant shall prepare and submit a force review package to the Unit Commander for all reviews of significant force not conducted by a Force/Shooting Response Team. The force review package shall include the following items:

- Watch Commander's memorandum to the Unit Commander detailing the findings of the use of force review, including an explanation of the incident, witness/suspect statements and qualified medical personnel's statement. Additionally, in instances of the Total Appendage Restraint Procedure (TARP) being applied, the TARP-related information obtained from the immediate supervisor, as outlined in the Immediate Supervisor's Responsibilities subsection, shall be documented in the memorandum. For additional information, refer to section 3-01/110.22,



## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 9 of 10**

- Supervisor's Reports, Use of Force,
- Copy of SH-R 49 and related supplemental reports,
- Copy of in-service rosters for the concerned shift(s),
- Documentation such to show suitable treatment from qualified medical personnel was sought and/or received,
- Photographs or video-tape of suspect's injuries or areas of alleged injury (copies of booking photographs may also provide excellent documentation),
- Tape-recording or video-tape of Watch Commander's interview of suspect, inmate and/or witnesses,
- Tape recording of the Sergeant's/Supervisor's witness interviews,
- Any related material which is deemed significant or serves to further document the incident, such as dispatch or complaint telephone tapes, other photos, etc.

The force review package shall be forwarded to the Unit Commander for approval. Force review package material is to be retained at the Unit level until further notice.

#### **Unit Commander's Responsibilities**

The Unit Commander shall evaluate all force review packages and the Watch Commander/Supervising Lieutenant's findings concerning the use of force. The Unit Commander shall determine if further action or investigation is necessary. If further investigation is warranted, he may either initiate an administrative investigation or request an investigation by the Internal Criminal Investigations Bureau. The Unit Commander shall ensure that the member(s) who used force are notified as soon as possible in any case requiring further investigation.

In all use of force incidents wherein the on-call IAB Lieutenant is notified or when a suspect or prisoner is transported to a hospital for medical treatment, the Unit Commander shall forward copies of the following documents to both the Division Chief and the Internal Affairs Bureau within three business days:

- The Watch Commander/Supervising Lieutenant's detailed memos,
- The "Supervisor's Reports, Use of Force,"
- All related SH-R 49 reports.

The Unit Commander is also responsible for ensuring the additional distribution of the Supervisor's Reports, Use of Force as follows:

- Original to Leadership and Training Division Headquarters,
- Copy with Force Review Package,
- Copy to employee.

#### **Division Chief's Responsibilities**

The Division Chief shall, within three business days of receipt, review all use of force incidents in which a suspect or prisoner is transported to a medical facility for treatment.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix A cont'd**

### **Use of Force Reporting and Review Procedures: Page 10 of 10**

The Division Chief shall note his concurrence with the Unit-level force review on the documents and return them to the Unit for retention in the Unit file. In the event that the Division Chief does not concur, he may specify to the Unit Commander the additional steps necessary to satisfactorily complete the package or notify Unit Commander of Internal Affairs Bureau and request an administrative investigation by Internal Affairs Bureau.

#### **Internal Affairs Bureau Responsibilities**

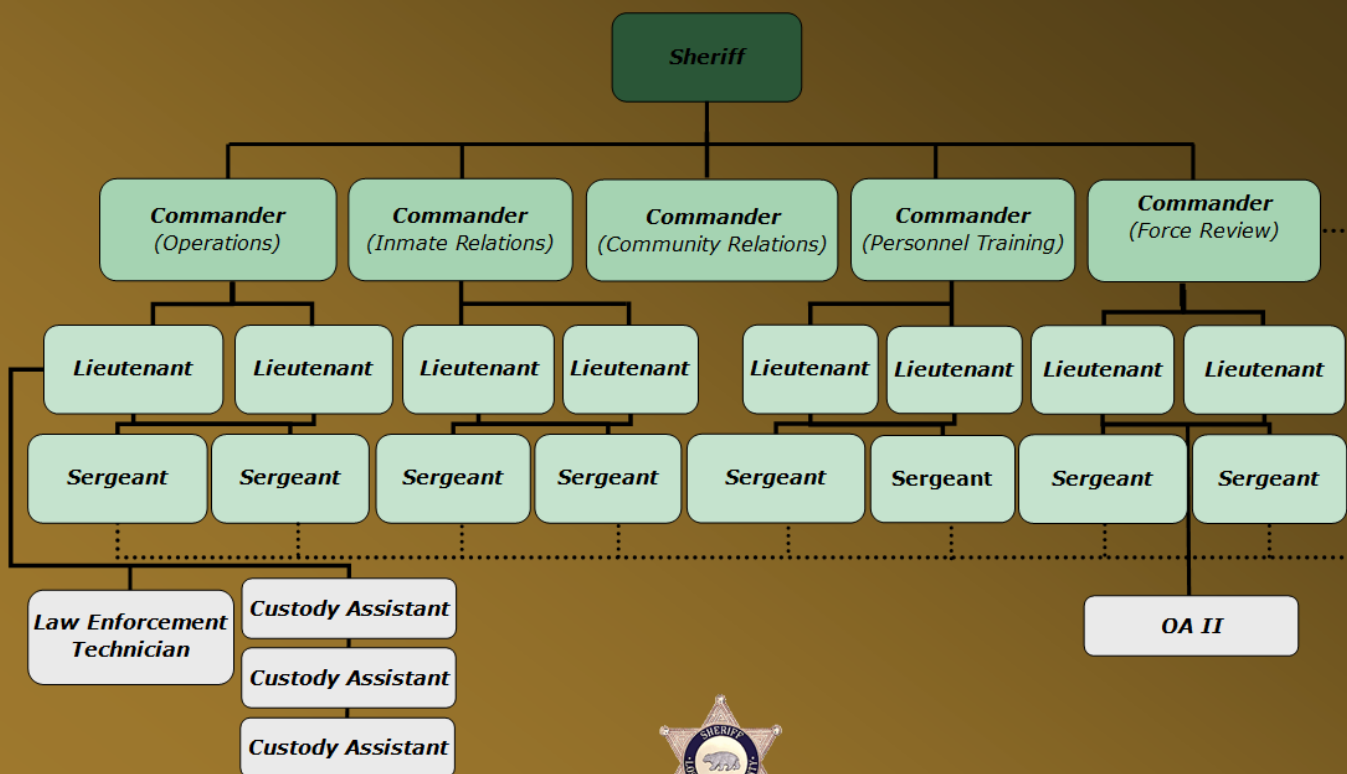
Internal Affairs Bureau personnel shall, within three business days of receipt, review all Unit level force review package documents forwarded by the Unit Commander. The purpose of the IAB review is to ensure that a disinterested, experienced investigator examines the incident in terms of policy adherence, potential liability and completeness of documentation. The reviewing IAB investigator shall notify the IAB Captain of any incident in which he feels further documentation or investigation is appropriate. The IAB Captain will in turn notify the Chief of the Leadership and Training Division and the concerned Unit Commander. The Chief of the LTD will notify the concerned Division Chief of any IAB request for further documentation or investigation.



## Appendix B

### Organization Chart

#### Commander Management Task Force





**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

**Appendix C**  
***Rehabilitation Survey***

**Los Angeles County Sheriff**  
Rehabilitation Survey

1. What is your opinion of the Town Hall message?

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2. Were your concerns addressed?

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3. Do you think the Town Hall meetings are helping your quality of life in the secure environment?

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4. Do you have any comments or suggestions?

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Name (Optional): \_\_\_\_\_ Bkg #: \_\_\_\_\_

## ***Town Hall Meeting Form***

 COUNTY OF LOS ANGELES  
**SHERIFF'S DEPARTMENT**  
*A Tradition of Service Since 1850*  
TOWN HALL MEETING

Housing Location: \_\_\_\_\_

Housing Type (Circle Type):      (1) General Population      (2) Discipline/Admin Seg  
(3) Pro Per    (4) Gang      (5) High Power      (6) K-6G      (7) 288/K-6Y  
(8) Medical    (9) Mental Obs.      (10) Inmate Worker      (11) Other

Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E**

### ***Inmate Information Pamphlet***

# **A GUIDE THROUGH CUSTODY LOS ANGELES COUNTY JAIL**



*"Our goal is to create a life worth living by eliminating fear and fostering a life-long desire to learn"*

Sheriff Leroy D. Baca  
Los Angeles County Sheriff's Department

**SHERIFF LEROY D. BACA**



## **Appendix E cont'd**

### **Inmate Code of Conduct**

You shall be familiar with and conduct yourself within the guidelines of the Inmate Rules and Regulations. You are under the custody of the Sheriff; you are expected to treat all persons with respect and basic human dignity. Any violations of the jail rules, act of discrimination, or commission of a crime against staff members or other inmates based upon race, color, sex, religion, sexual preference, age, physical or mental disability will not be tolerated. All crimes committed by gang members in jail will be prosecuted to the fullest extent of the law.

### **Treatment of Inmates**

You are entitled to fair and impartial treatment. At the same time staff members must be firm and resolute in requiring compliance with rules and regulations. Staff members shall treat those persons in custody with respect and dignity.

You shall not be threatened, intimidated, mistreated, abused, denied privileges, denied access to programs or services, or disciplined in retaliation for speaking with a legal representative, or any inmate advocacy organization. In addition, you shall not be threatened, intimidated, mistreated, abused, denied privileges, denied access to programs or services, or disciplined in retaliation for expressing dissatisfaction with the conditions of your confinement.

You shall not be subject to retaliation through threats, intimidation, abuse, or mistreatment because of your status, membership in a particular group or class, reason for incarceration, or circumstances surrounding your arrest.

You shall not be subject to retaliation through threats, intimidation, abuse, or mistreatment as a result of inmate conduct that occurs while you are in custody. When inmate conduct calls for a response from staff members, that response is to be handled through the criminal justice system, inmate disciplinary system, or other methods consistent with the Department's Core Values and current policies, practices, and procedures. It is still your responsibility to follow all the Inmate Rules and Regulations.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

### **The Office of Ombudsman**

The Office of Ombudsman is a division of Los Angeles County's Community and Senior Services that provides a professional, neutral, and independent forum for people who seek answers and solutions to problems.

510 S. Vermont, Suite 215  
Los Angeles, CA 90020  
213-738-2003  
800-801-0030 (Inquiries)  
213-637-8662 (FAX)

### **Los Angeles Office Of Independent Review (OIR)**

The Office of Independent Review ("OIR") is a civilian oversight group that was created by the Los Angeles County Board of Supervisors.

4900 South Eastern Avenue, Suite 204  
Commerce, CA 90040 (323) 890-5425

### **Inmate Request/Complaint**

You may submit a complaint or request for service relating to any condition of confinement using the Inmate Request/ Complaint Form. The procedure for filing is located on the complaint form. All complaints must be submitted to the Sheriff's Department within the indicated time on the complaint form, of the event upon which the complaint is based, or it will be denied. Appeals of Inmate Complaints must be filed within seven (7) calendar days of the response. Notify a staff member to obtain an Inmate Request/Complaint Form, or you may obtain one at your housing location.

### **Classification**

All inmates are classified upon arrival, before being admitted into the general population. The classification system will ensure that you are placed in the appropriate category and physically separated from other categories. You will be housed according to your classification.



## **Appendix E cont'd**

### **Inmate Rules and Regulations**

You must obey the following rules and regulations. Failure to obey will result in disciplinary action. Punishment may include, but is not limited to: extra duty, loss of privileges, job transfer, and removal from work details, confinement in disciplinary housing, isolation, or loss of good or work time credits.

1. Criminal acts committed or attempted while in custody will be prosecuted.
2. You must obey verbal orders and instructions given by Sheriff's Department members.
3. Do not make or have anything that is contraband or could be used as a weapon.
4. Do not molest, harass, threaten, abuse, or do anything harmful to another inmate, or engage in "horseplay."
5. Do not alter, deface, destroy or damage County property.
6. Wristbands must remain attached and be maintained in good condition.
7. Do not use indecent language or make excessive noise.
8. You must show respect for all employees. County employees will be addressed as "Mr.," "Officer," "Deputy," or "Ma'am."
9. Any form of gambling is prohibited.
10. Money transactions between inmates is prohibited.
11. Living quarters must be neat and clean at all times. You will be responsible for your own bunk and the area immediately surrounding it.
12. Do not talk or move about during count.
13. You are not allowed to exchange personal belongings or civilian clothing with another inmate at any time.
14. You must be clean and well groomed at all times, however; barber work will not be permitted except in the barber shop.
15. Tattooing and body piercing is prohibited.
16. When leaving the sleeping area, you must be fully dressed.
17. False claims of illness may result in disciplinary action.
18. Obey all signs and deadlines. You may not enter restricted areas.



## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

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## **Appendix E cont'd**

### ***OUR CORE VALUES***

*As a leader in the*

*Los Angeles County Sheriff's Department,*

*I commit myself to*

*honorably perform my duties with*

*respect for the dignity of all people,*

*integrity to do right and fight wrongs,*

*wisdom to apply common sense*

*and fairness in all I do and*

*courage to stand against racism,*

*sexism, anti-Semitism, homophobia*

*and bigotry in all its forms.*



## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

### **Consulate Information**

If you are a non-U.S. citizen who has been arrested, you are entitled to contact your country's consulate representative here in the United States. A consulate official from your country may be able to provide assistance, such as helping you obtain legal counsel, contacting your family, or visiting you in jail.

### **Attorney Visits**

Legal representatives may visit inmates during regular business hours. If necessary, you will be given the option to meet with your legal representative in a confidential visiting area if available.

### **Inmate Mail**

You may send or receive mail to or from anyone you know. All outgoing mail and envelopes will be visually checked for contraband. Due to postal regulations, drawing on the front of your outgoing envelopes is prohibited.

Incoming mail will be opened and inspected for contraband prior to you receiving it. Legal mail will be opened and inspected in your presence, but will not be read. Personal mail may be read when necessary for the safety and security of the jail.

Contraband found in mail, (plastic cards, excess of 5 photos, combs, or pornographic material, etc.), will be returned to the sender. If you have been released, any mail you receive will be returned to sender.

All inmate mail, including mail containing U.S. Post Office money orders, and cashier's checks for inmates in the Los Angeles County Jail system should be mailed to the following address:

#### **All Inmates:**

Inmate Name, Booking Number  
PO BOX 86164  
Terminal Annex  
Los Angeles, CA 90086-0164



## **Appendix E cont'd**

### **Americans with Disabilities Act (ADA)**

The Los Angeles County Sheriff's Department does not discriminate on the basis of disability. If you believe you require a reasonable accommodation for your disability, you should file an Inmate Request/ Complaint Form, check the "ADA Box", and indicate the reasonable accommodation you are requesting and why you need it.

Pursuant to the American with Disabilities Act (ADA), the Department has designated an ADA coordinator to carry out this Department's compliance with the non-discrimination requirements of the ADA. Information concerning the provisions of the ADA and this Department's compliance are available from the Department's ADA Unit which can be contacted at this address:

ADA Coordinator  
4700 Ramona Boulevard  
Room 214 Monterey Park, CA 91754  
or  
Mon.-Fri. 7 a.m. to 4:30 p.m. at:  
(323) 526-5671, (866) 234-3438, or TTY (323) 260-5291

### **American Civil Liberties Union (ACLU) Jail Project Los Angeles**

Based on agreements between the ACLU and the Sheriff's Department in *Rutherford v. Block*, the ACLU monitors certain conditions in all Los Angeles County Jail facilities. Specifically these conditions refer generally to beds, outdoor and indoor recreation, telephones, meals, cell searches, and change of clothing.

If you wish to contact the ACLU, you may do so at the following address:

ACLU Jails Project  
1313 W. 8th Street #200  
Los Angeles, CA 90017  
(213) 977-9543

The ACLU does not handle criminal cases, nor is it in a position to give legal advice.



## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

### **Medical/Dental Care**

#### **MEDICAL AND DENTAL SERVICES**

Medical and Dental services are available to you at each facility, upon request, by contacting one of the medical personnel. Free HIV and Sexually Transmitted Disease counseling and testing is available upon request. For any emergency medical complaint, immediately notify a deputy or custody assistant who will summon medical personnel.

#### **NURSE CLINIC AND CO-PAYMENT**

For any inmate initiated, non-emergency health care service, a co-payment will be charged and deducted from your inmate account. To gain access to the Nurse Clinic a sign-up sheet is provided in each housing area. No inmate will be refused medical treatment based upon their inability to pay. Although you will be treated, unpaid charges will remain on your account indefinitely; and as you receive money, it will be deducted accordingly.

#### **PATIENT RIGHTS**

Patients have the right to:

- a. Access to care - Medical/Mental Health treatment will be provided in a reasonable time period and the patient will not be denied necessary medical treatment.
- b. Confidentiality - Patients have the right to be assured of confidential treatment of health records and to approve or refuse the release of information to any individual not involved in that patient's care, except as allowed based on transfer to another health care facility, or as required by law or third party payment contract.
- c. Information - Patients have the right to obtain from the clinician, complete and current information concerning their diagnosis, treatment, and prognosis (if known). The patient will be afforded the right to discuss treatment options and the information will be communicated in terms that can be reasonably understood. If it is not medically appropriate to provide such information to the patient, the information shall be provided to the legal authorized representative of the patient.



## **Appendix E cont'd**

- d. Abuse – Patients have the right to be free from abuse and any allegations will be reported and investigated in compliance with applicable laws and regulations.
- e. Courtesy and Respect - Patients will be treated with dignity, respect and courtesy at all times.
- f. Health Record - Copies of medical records will be available upon written request and authorization consistent with statutory and case law.
- g. Refusal of Treatment - Each patient has the right to participate in decisions regarding health care and can refuse treatment. A patient will not be subjected to any procedure without his/her voluntary, informed consent. If the patient lacks capacity to consent, a representative will be selected based on statute and in accordance with state and federal laws.
- h. Grievance or Complaint Regarding Healthcare - The grievance or complaint will be handled expeditiously.
- i. Interpreter - When a patient does not speak or understand the predominant language, he/she will have access to an interpreter.
- j. Denial or Limitation of Rights - Privileges outlined in Title 15 may be limited or curtailed temporarily by a physician to promote good health and recovery. Additionally, specialty care items (i.e. durable medical equipment) will be reviewed by a physician and consideration may be given to items that are medically necessary and in the patient's best interest. Such considerations may not be approved if they are detrimental to security or jeopardize the health and/or safety of the patient or others.

### **PATIENT RESPONSIBILITIES**

Patient responsibilities include:

- a. Being considerate and respectful of others including other patients and health care providers. This includes respecting the privacy and confidentiality of other patient(s).
- b. Provide accurate and complete information regarding present health care concerns, past illnesses, past hospitalizations, medications and other information related to health status.
- c. Communicate honestly and clearly any concerns regarding current health care, and request information or clarification when an explanation is unclear.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

- d. Report any changes in condition, failure to improve, or safety concerns which may affect your health.
- e. Comply with agreed upon health care plan including post release follow-up care and treatment.
- f. Refrain from taking illegal drugs, alcohol and/or other patient's medication.
- g. Accept responsibility or consequences for outcomes related to non-compliance with treatment.
- h. Comply with all Los Angeles County Sheriff's Department rules and regulations.

### **GENERAL HEALTH HABITS**

To improve your health and the health of others, please follow this advice:

- 1. Wash your hands after using the restroom, before meals, and after coughing or sneezing.
- 2. Cover your mouth and nose with a paper tissue when coughing or sneezing. If you do not have a paper tissue, use your sleeve in the elbow area.
- 3. Avoid touching your eyes, nose, or mouth.
- 4. Drink plenty of water.
- 5. Immediately report any wounds, cuts, or "spider bites" to medical personnel. This may be a skin infection which requires treatment.
- 6. Do not share clothing, towels, hygiene items or bedding with other individuals.
- 7. Shower often especially after exercising.
- 8. Get flu vaccine when available.
- 9. Avoid placing paper tissue or other foreign objects in your ear canal. If you have an earache or discharge report to the nurse clinic for treatment.

### **Imminent Harm**

If you are aware of a specific and immediate threat to your safety or security, you should notify Custody personnel immediately and file an Inmate Request/ Complaint Form detailing the threat. If necessary, Sheriff's Department personnel will take appropriate action to protect you.



## **Appendix E cont'd**

### **Commissary Services**

You are allowed to order a selection of food, stationery, hygiene items, vending cards, and telephone cards once per week from an order form which will be given to you by facility staff members. Your inmate trust account is debited and the order is delivered to your facility on a designated delivery day by Keefe Commissary personnel. You are required to verify the contents of your order before you walk away from the delivery person. Any discrepancies will be handled immediately, with either a credit issued to your account, or the missing item provided (if possible).

### **Community Transition Unit**

The mission of the Community Transition Unit is to offer inmate educational, vocational, and other life-skills training programs, and to assist with their successful return into the community. Correctional staff, public and private community based organizations and programs work together to offer programs and services. Several are listed below.

#### **INMATE PROGRAMS**

Individualized Education Programs  
Behavior Modification Programs  
Moral Recognition Therapy (MRT)  
Adult Basic Education

#### **LIFE SKILLS PROGRAMS**

Domestic Violence Prevention  
Drug Education  
Parent Education  
Adults Bonding with Children (ABC)

#### **TREATMENT MODULES**

Bridges to Recovery Program  
Impact Program  
Veterans Programs  
Maximizing Education Reaching Individual Transformation (MERIT)



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix E cont'd**

### **BUSINESS MANAGEMENT**

Women Investing in Success Through Education (SMART)

Inmate Commissary

Women in Transition Support (WITS)

Legal Assistance Program (Harriet Buhai)

### **JAIL ENTERPRISE UNIT**

Bicycle Repair

Plastic bag Manufacturing

Commercial Nursery Operations

Commercial Embroidery

School Lunch Program

Printing Occupations

Inmate Meal Program for Sheriff's Station Jails

### **RELIGIOUS & VOLUNTEER SERVICES**

12-Step Program

A Purpose Driven Life

Friends Outside

God in our Midst Ministries

Funeral/Hospital Visits

Inmate Marriages

Family Outreach Program

### **TRANSPORTATION NEEDS PROGRAM**

The Community Transition Unit partners with the International Institute of Los Angeles to provide transportation in the form of Taxi vouchers and Bus tokens to indigent inmates leaving county jail for programs and homeless shelters.

If you would like to receive additional information regarding the Community Transition Unit, or if you would like the assistance of the Community Transition Unit before, during, and after your release, please notify a staff member, or for more information call: (888) 288-9909.



## **Appendix E cont'd**

### **Department of Veterans Affairs**

The United States Department of Veterans Affairs provides case management and links incarcerated military veterans with the following services: housing, financial benefits, health care, rehabilitation, education, employment, probation support, faith-based referrals, identification, and transportation.

When inmates identify themselves as veterans to Community Transition Unit staff, they will be provided with links to organizations such as U.S. Veterans, Volunteers of America (VOA), New Directions, and a variety of other service providers that can provide case management services.

### **Child Support Collaboration**

The purpose of this group is to give information to Los Angeles County inmates with a child-support order. Inmates are responsible for payments even though they usually cannot meet their responsibilities while in custody. Inmates with established support orders are encouraged to initiate the review and adjustment process as soon as possible to modify their support orders to reflect their current circumstances.

### **Education Based Incarceration (EBI)**

Education-Based Incarceration is a component of the criminal justice system that is focused on deterring and mitigating crime by investing in its offenders through education and rehabilitation. By providing substantive and intellectual education in jails, and being supportive rather than punitive in efforts to reduce crime related behavior, the likelihood to recidivate is lowered while success and stability in the community occurs.

Education-Based Incarceration Unit  
Offender Services Bureau  
Correctional Services Division  
Los Angeles County Sheriff's Department  
Twin Towers Correctional Facility  
450 Bauchet Street, Room E888  
Los Angeles, CA 90012  
(213) 893-5242



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### Appendix E cont'd

#### Religious Services

All inmates shall have access to religious resources, services, instruction and counseling on a voluntary basis. All inmates shall be given an opportunity for pursuing any legitimate religious belief or practice within the constraints of security and safety considerations.

#### Mental Health

If you feel like hurting yourself, someone else or committing suicide, or know of someone who is thinking of hurting themselves, **immediately** notify a staff member. We want to help everyone that is feeling suicidal and we want to ensure that you receive the help that you need.

If you want to see a mental health professional, fill out an inmate request form, seal it and place it into the specially identified envelopes for privacy. The inmate shall then place their booking number on the outside of the envelope, in the designated place and deposit the envelope into the inmate request box.

#### Special Education

If you are between the ages of 18-22 and believe you may be eligible for special education during your time in Los Angeles County jail, you should fill out an Inmate Request/Complaint Form and check the box marked "IEP/Special Education". When filing the Inmate Request/Complaint Form include the last school you attended if you know it.



## **Appendix E cont'd**

### **Right to Physician of Choice**

Female Prisoner's Rights to Services Involving Pregnancy.

You have the right to receive the services of the physician of your choice in order to determine whether you are pregnant.

If you are found to be pregnant, you are entitled to a determination of the extent of the medical services needed and to receive those services from the physician of your choice.

Any expenses occasioned by the services of a physician whose services are not provided by the Los Angeles County Sheriff's Department are your responsibility.

Authority cited: Penal Code Section 4023.6

### **Law Library**

All general population inmates may request legal reference materials by submitting an Inmate Request/Complaint Form. Law Library Kiosk services are available at CRDF and MCJ for all Pro Per inmates.

### **Over-detention**

If you believe you are being detained in the Los Angeles County Jail system past your release date, notify Custody staff immediately and file an Inmate Request/Complaint Form stating your belief and your expected release date if you know it.

### **Wrong Warrants**

If you believe you are being held in the Los Angeles County jail system because of a warrant issued for another person, you should notify Custody personnel immediately and file an Inmate Request/Complaint Form explaining the basis for your belief.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix F**

### ***Education Based Incarceration***

761551N25A - SH-AD-32A (2/72)

COUNTY OF LOS ANGELES  
**SHERIFF'S DEPARTMENT**  
*A Tradition of Service*

DATE: November 4, 2011

OFFICE CORRESPONDENCE

FILE NO.

FROM:

  
STEPHEN B. JOHNSON, COMMANDER  
CUSTODY OPERATIONS DIVISION

TO: CUSTODY OPERATIONS DIVISION  
UNIT COMMANDERS

SUBJECT:

**OPERATING GUIDELINES FOR EDUCATION-BASED INCARCERATION**

Effective immediately, all Custody Division Unit Commanders shall be responsible for the implementation and reporting of the Education-Based Incarceration (EBI) program at their facility. This will include the following:

- Briefing, educating, and promoting the program to all Departmental personnel (sworn, professional, clergy, volunteer, contractors, etc.) working in their facility.
- Developing methods and instruments to solicit and encourage student (inmate/detainee) participation in the program.
- Appointment of a facility coordinator who shall be responsible for implementing, scheduling, monitoring, tracking, and reporting on the program.
- Designation of a Lieutenant and/or Sergeant representative from AM and PM shift to carry out the Unit Commander's EBI responsibilities and to serve as a liaison and provide feedback to the facility EBI coordinator.
- Ensuring that sufficient staff and students are available to facilitate a minimum of one EBI class on both AM and PM shift a minimum of five days a week.
- Encouraging the implementation of classes in Spanish and other languages as needed.
- Weekly reporting of the completion of classes to the Inmate Services Bureau EBI representative, Lieutenant Victor Allende, and to Custody Division Operations Headquarters.

Please note the weekly statistics provided to Inmate Services on EBI are reviewed by Sheriff Baca and discussed with the Custody Operations and Correctional Services Division Chief's at the weekly Executive Planning Council (EPC) meeting.

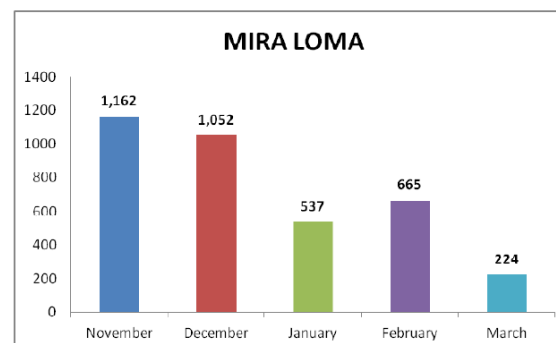
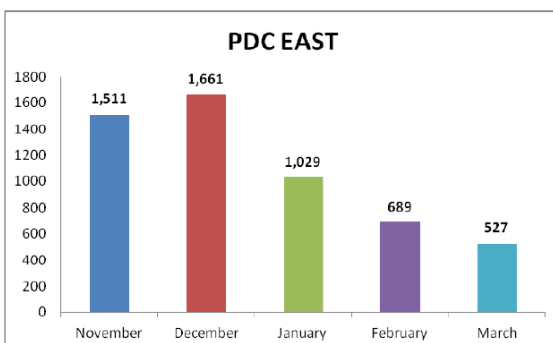
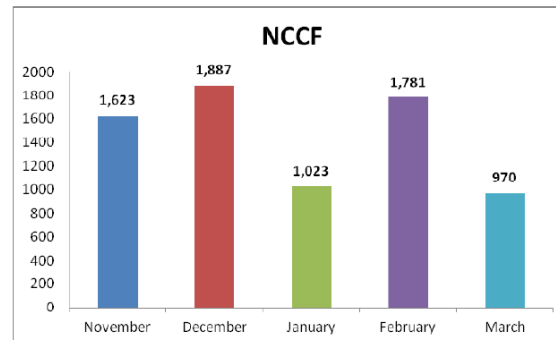
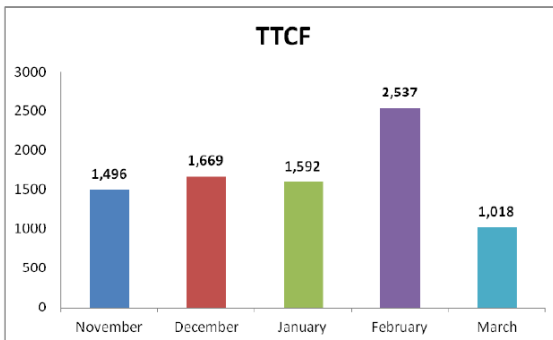
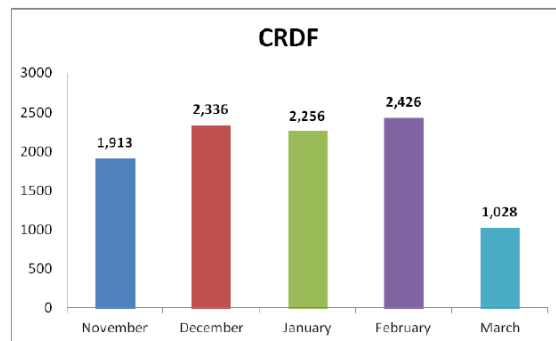
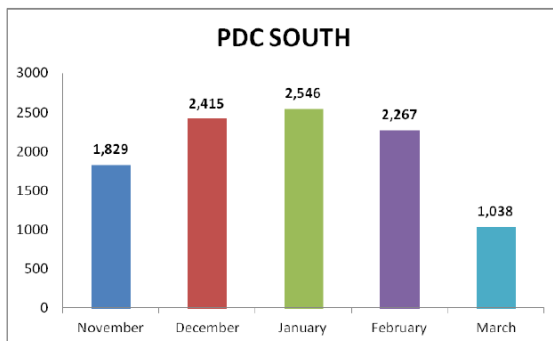
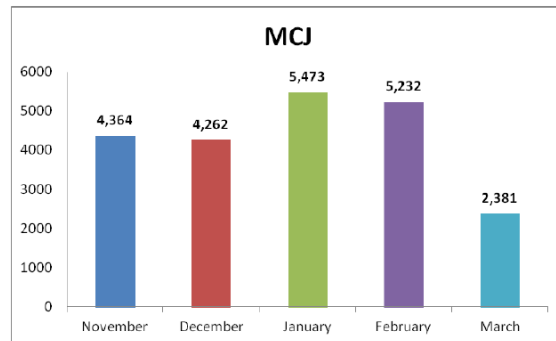
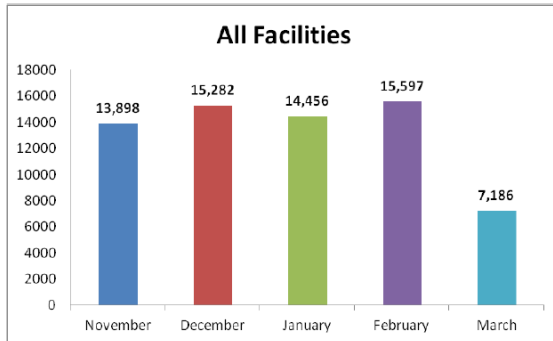
I have been assigned as the Custody Division EBI coordinator. Any questions regarding this matter can be directed to me (213) 893-5003.

SBJ: sbj



## Appendix F cont'd

### EBI Participation By Facilities (November 2011—March 16, 2012)





## **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**

### **COMMANDER MANAGEMENT TASK FORCE**

## **Appendix G**

### ***Handling Insubordination, Recalcitrant, Hostile, or Aggressive Inmates***

#### **5-05/090.05 HANDLING INSUBORDINATE, RECALCITRANT, HOSTILE, OR AGGRESSIVE INMATES**

The following policy is to be used in conjunction with all current use of force policies as well as all other applicable policies, procedures, and guidelines. When confronted with an immediate threat by an inmate to their safety or the safety of others, personnel shall take necessary and reasonable actions to defend themselves and control the inmate.

An insubordinate or recalcitrant inmate shall be defined as any inmate who displays any of the following characteristics:

- Is continually verbally defiant
- Uncooperative to any verbal commands given by personnel
- Displays aggressive, assaultive, hostile, or violent behavior toward personnel or other inmates
- Passively resists the efforts of personnel by ignoring commands or not acknowledging their presence

Personnel encountering such inmates shall be guided by the following:

- Withstanding the imminent threat of physical injury or the need for immediate intervention, personnel shall request the presence of appropriate back-up and a sergeant or supervising line deputy, prior to handling any recalcitrant inmate.
- Personnel should not make an attempt to enter a cell, dayroom, holding area or confined space to contact or remove an uncooperative, aggressive, hostile or armed inmate unless an immediate threat is present. A sergeant shall develop a planned tactical approach to the situation that will reduce the possibility of physical confrontation or injuries. Tactical equipment, such as OC spray, may be utilized if an inmate displays resistive behavior.
- In the instance of an immediate threat of physical harm or the need for immediate intervention, custody personnel shall not be restricted from taking appropriate action, including the use of force. Should the need arise to use force, all personnel shall immediately contact a sergeant at the conclusion of the incident.
- When the inmate is, or appears to be mentally ill, personnel shall request a sergeant and a mental health professional to respond.
- Should the need arise to confront and/or handcuff a recalcitrant, hostile or aggressive inmate, they shall be searched and kept in normal traffic areas and not be taken to secluded areas such as recreation yards, dayrooms, or laundry rooms, without the direction of a supervisor.
- Inmates who are uncooperative and combative, or have a history of making false allegations, shall be escorted by two deputy or custody assistants, and one sergeant. The movement should be videotaped in order to safeguard personnel against potential future litigation.
- Personnel involved in an altercation with an insubordinate inmate shall not be part of the escorting team.



## **Appendix H**

### ***Searches***

#### **5-08/010.00 SEARCHES**

Each custody facility shall implement procedures governing searches in strict accordance with this policy to ensure that the security and safety of the unit is maintained. Objectives of searches include:

- Control the intake of contraband into the facility,
- Recover missing or stolen property,
- Preserve internal order, and the security and safety of both inmates and custodial personnel,
- Conduct searches in a way that minimizes the likelihood that inmates' legitimately owned or obtained property will be destroyed.

Searches are tools intended to maintain the safety and security of inmates and employees, and to control the accumulation of contraband and narcotics by inmates. Searches are not to be used to inflict physical stress or punishment on inmates. Inmates shall not be required to remain in any search position for more time than is reasonable and necessary to complete a search.

All deputies and custody assistants are encouraged to conduct random searches whenever possible. Inmate housing areas and areas commonly accessed by inmates should be searched on a regular basis. All housing areas should be searched at least twice a month, if possible, and all other common areas should be searched at least once a month for any contraband and weapons. Common areas would include, but are not limited to, the kitchen, clinic, visiting, elevators, holding cells, day rooms, indoor/outdoor recreation areas, etc.

Prior to any search, the area should be cleared of inmates. The module/floor sergeant shall be notified prior to the start of the search, and the module/floor sergeant or senior must be present during the entire search. There shall be a sufficient number of custodial personnel to conduct the search, the amount of personnel needed shall be determined by the size of the area to be searched. Deputies and custody assistants shall search in an orderly and professional manner. All searches shall be performed in a respectful manner that preserves the dignity of the inmates' personal property. Deputies and custody assistants shall conduct a search in the least disruptive manner possible while still conducting a thorough search.

Housing areas should be searched thoroughly, paying close attention to any crevices or areas where contraband may be hidden. When searching clothing, bedding, and mattresses, custody personnel should inspect for any lumps and/or any irregular seams. Any excess food, clothing and contraband should be removed from cells and housing areas. All contraband items shall be documented and the inmates should be disciplined accordingly.



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix H cont'd**

Any items in good useable condition shall be recycled. Such items to be recycled include, but are not limited to, religious items issued by chaplains and forms issued by the Department.

All searches shall be logged and signed in the Uniform Daily Activity Log by the module/floor sergeant or senior. The module/floor sergeant or senior shall ensure that a search report (SH-J-434) is completed and submitted to the watch commander.

The module/floor sergeant or senior who supervised the search shall remain at the location until the conclusion of the search and shall ensure that all complaints have been noted and/or handled (refer to Custody Division Manual, section 5-12/000.00, "Inmate Complaint/Service Request").

#### Types of Searches

Each unit shall implement procedures for the following types of searches in accordance with this policy and legal requirements as stated in Penal Code section 4030, "Strip or Body Cavity Search."

- Specific area searches,
- Housing areas and cell searches,
- Facility perimeter searches,
- Random searches,
- Pat down/cursory searches, strip searches, visual body cavity searches, and physical body cavity searches,
- Contraband searches,
- Narcotic searches.

#### Inmate Searches

##### Definitions

- Pat Down/Cursory Search: A search which requires the physical "patting" of a person over their clothing.
- Strip Search: A search which requires a person to remove or re-arrange some or all of their clothing to permit a visual inspection of the underclothing, breasts, buttocks or genitalia.
- Visual Body Cavity Search: This search is the visual inspection of a person's body cavities (i.e., skin folds, rectal and vaginal cavities).
- Physical Body Cavity Search: This search is the intrusion into a person's body cavity for the purpose of discovering and/or retrieving any object concealed within the cavity.



## Appendix H cont'd

### Pat Down/Cursory Search

A pat down/cursory search shall be conducted on all new bookings before accepting them from any arresting agency.

This search may be conducted at any time, on any inmate, by any custodial personnel in order to discover and retrieve concealed weapons and/or contraband which may be hidden under an inmate's clothing.

### Strip Searches and Visual Body Cavity Searches

Personnel conducting searches shall take all reasonable measures to protect the inmate from undue distress or embarrassment. Every effort shall be made to conduct these searches in an area of privacy so that the inmate cannot be observed by persons not participating in the search. All strip and visual body cavity searches shall be conducted by personnel of the same gender as the inmate being searched, unless exigent or emergency circumstances exist. This provision shall not preclude personnel, based on gender, from employment opportunities or positions that duties may include strip searching inmates of the opposite gender.

In accordance with state law, Penal Code section 4030, "Strip or Body Cavity Search," and federal appellate court decisions, *Ackerman v. Giles* 746 F.2d 614, and *Kennedy v. City of Los Angeles* 901 F. 2d 702, once an inmate has been arraigned he may be subject to a strip or visual body cavity search for jail security or safety.

Pursuant to the federal appellate court decision in *Way v. County of Ventura* 445 F. 3d 1157, **all pre-arraigned inmates charged with an infraction, misdemeanor or felony, shall not be subjected to a strip or visual body cavity search before arraignment unless** there is an individualized suspicion and articulable facts that the inmate is concealing a weapon, drugs or contraband and the search will reveal such. The fact that an inmate is arrested for a misdemeanor or felony offense involving drugs, weapons or violence shall not act as the sole basis for conducting a strip or visual body cavity search.

If a strip and/or visual body cavity search is necessary for any pre-arraigned inmate, the watch commander shall complete and sign a Strip Search Authorization Record (SH-R-399) which shall be forwarded to the unit commander for review.

### Strip and Visual Body Cavity Searches of Civil Commitments

Civil commitment inmates, including sexually violent predators (SVP's), who must be housed separate and apart from all other inmates, are not subject to strip searches or visual body cavity searches unless, and only under, one or more of the following exceptions:



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### **Appendix H cont'd**

- The civil committee or SVP is returning to the jail for housing after a court appearance, or returning from another housing facility (i.e., any outside hospital or medical facility),
- There is reasonable suspicion to believe the civil committee or SVP is in possession of drugs, weapons or other contraband,
- Whenever any SVP is received at a county jail facility from a state prison or psychiatric facility.

#### Identification of Contraband

If contraband is identified in a body cavity of an inmate during a strip search or visual body cavity search, personnel shall immediately notify a supervisor (sergeant or higher). Personnel shall verbally encourage the inmate to remove the secreted contraband, but shall not force the inmate to remove the secreted contraband.

Personnel shall isolate the inmate from all other inmates, and allow the inmate to have reasonable access to a toilet. Personnel shall ensure the toilet has been checked and the water shut-off prior to giving the inmate access. If necessary, for the purpose of evidence preservation, the toilet may be lined with a plastic bag. If the inmate does not remove the contraband voluntarily after a reasonable period of time, no more than six hours, the on duty watch commander shall ensure an incident report and a search warrant is obtained. Custody Investigative Services Unit (CISU) shall be notified during the investigation process for guidance and/or assistance.

Upon receipt of a signed search warrant, the inmate shall be transported to Los Angeles County + University of Southern California Medical Center (LAC+USC) (or, if LAC+USC is unable to accept the inmate, to any County-owned/operated hospital/medical center) for removal of the contraband by a physician or other authorized licensed medical personnel.

Once the object is recovered, personnel from the concerned custody facility shall book the object into evidence and prepare a supplemental report.

#### Physical Body Cavity Searches

- No inmate shall be subjected to a physical body cavity search except under the authority of a search warrant or court order specifically authorizing such a search,
- No person shall be present during a physical body cavity search unless such person is necessary for conducting the search or their official duties, relative to the search, require them to be present at the time of the search, (i.e., collection of evidence). The deputy present during the search shall be of the same gender as the inmate,



## **Appendix H cont'd**

- A physical body cavity search shall only be conducted under sanitary conditions, and only by a physician or other authorized licensed medical personnel.

### **Inmates Returning From Court**

Personnel shall not conduct a strip search or body cavity search of any inmate scheduled to be released within a 24 hour period, unless so authorized by the unit commander.

### **Care and Control of Inmate Property**

- Personnel conducting searches shall take all reasonable measures to ensure that the inmates' property is handled with care.
- If the inmates are removed from their housing area and their property was left behind, the property will be searched and all contraband items removed. The property shall be left on top of the inmates' bunk.
- If the inmates are removed from their housing area and they take their personal and county issued property (excluding mattress), the property should be searched in their presence. When all contraband items are removed, the remainder of the property will be returned to the inmate.
- All bunks shall be searched whether the inmate is present or not.
- All personal property listed in Custody Division Manual, section 7-02/000.00 and 7-03/000.00 (including commissary) and county issued property (with the exception of their sheet and blanket), that does not fit properly inside the inmate property bag, will be considered contraband and will be confiscated and disposed of without compensation, due to health reasons.
- In order to ensure clean and sanitary housing for all inmates, perishable foods, served with inmate meals, not consumed within a four hour period will be considered contraband and **SHALL** be destroyed.
- Pictures, drawings, etc., determined to be lewd or overly inappropriate shall be properly disposed of in the designated contraband disposal container.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix H cont'd**

### Perimeter Searches (Security Check)

Each unit shall implement a procedure or check list for conducting perimeter searches (security check). A perimeter search shall be conducted at least once per shift by the facility watch commander or their designee. The perimeter shall be checked for any security risks, damage or vandalism. Also, all exterior gates, doors and razor wire shall be checked for integrity and to ensure all are secured. The perimeter search shall be noted in the Facility Log and the Watch Commander's Log. Main control shall be notified immediately of any security concerns, problems, or situations requiring emergent response or action.



## Appendix I

### Force Training Bulletin

## Custody Division Force Training Unit



BRIEFING BULLETIN

October, 2011

## Responding to Assaultive/High Risk Situations

When responding to an incident where multiple personnel are arriving to assist at a location at the same time ("*415-Deputy Involved!*"), we need to approach with a different mind-set. Do we simply jump right in?

You should always think tactically when approaching a problem. As you arrive, are you looking at the problem, or are you more worried your peers will doubt your commitment if you don't immediately engage? If you feel it necessary to join the pile and use force (kicks, strikes, impact weapons, Taser, etc.), can you justify your actions? You should be prepared to *legally* and *reasonably* articulate your actions at all times. This is a professionalism demanded of your position as a law enforcement officer whether you are in the Field or on the Floor.

Consider whether or not the suspect continues to pose an immediate physical threat. The swift and decisive application of force at times is necessary to prevent harm to deputies, staff and inmates. However, responders **must** take the time to evaluate the situation in its entirety. We need to continuously assess and reassess the situation as it develops. If we do not allow the suspect to comply with our instructions, the cycle only continues to progress again and again. During the cycle, we presume that they are still assaultive/high-risk or combative, so we continue to apply more force.



Something as simple as grabbing and controlling an arm can often be a better option than punching and kicking an inmate several more times in order to gain control. You need to first get Control of the inmate (engage, hold on, and secure the limbs). Second, you need to get proper Position (pinning the body or arms and legs down). Once you have control, Handcuff the inmate without further incident.

When determining the necessity for force and the appropriate level of force, personnel are authorized to use only that amount of force which is objectively reasonable to perform their duties. Do not allow yourselves to be overtaken by your emotions or ego.

As the third, fourth or subsequent responder, we need to make the tactical decisions which the person who is already involved can't make. At the scene of



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix J**

### ***Memo to CEO Regarding Supervisory Staff for Custody Division***



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



November 9, 2011

Mr. William T Fujioka  
Chief Executive Officer  
713 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Mr. Fujioka:

**BUDGET RESTORATION FROM FISCAL YEAR 2010-11  
AND SUPERVISORY STAFF FOR CUSTODY OPERATIONS**

This correspondence is to clarify recent discussions regarding the status of my Department's budget. Although \$27.1 million was allocated to my Department during the supplemental budget hearing on October 4, 2011, this funding only restored my budget to its prior year operating level. My Department continues to operate at the ongoing Fiscal Year (FY) 2010-11 deficit of \$96 million. Also, after further review of supervision levels in custody operations, I have transferred 19 sergeant positions from throughout my Department into custody at an annual cost of \$3.6 million. These 19 sergeant positions are in addition to the 101 sergeants and 10 lieutenants outlined in my October 26, 2011, letter to your office.

Budget Restoration

As you recall, I managed to curtail an unprecedented \$128 million over a 16-month period beginning in March 2010, of which \$96 million was achieved over the ensuing 12 months of FY 2010-11. This ongoing annual \$96 million shortfall consists of (a) the 2010-11 Adopted Budget deletion of 300 deputy sheriff generalist items at a loss of \$44.4 million, (b) the elimination of an additional 148 sworn and 66 professional staff items at a loss of \$24.8 million, which resulted in the closure of the Pitchess Detention Center – North Facility, and (c) the reduction of the Department's overtime budget by \$26.8 million.

*A Tradition of Service*



## **Appendix J cont'd**

### ***Memo to CEO Regarding Supervisory Staff for Custody Division***

Mr. Fujioka

-2-

November 9, 2011

The impact of this \$96 million structural funding shortfall can no longer be mitigated by operational efficiencies. As you are aware, employees of the Department have done a tremendous job since Spring 2010, in participating in the Cadre of Administrative Reserve Personnel (CARP) program, which saves approximately \$3 million a month in overtime. However, this burden is wearing on staff and cannot continue beyond the end of this fiscal year, which at that point will mark 28 months of CARPing. As a result, restoration of funding is becoming more and more critical in maintaining appropriate levels of service in the jails, patrol, and investigative operations.

#### **Sergeant Positions**

The transfer of 19 sergeant items to custody operations will assist in providing the necessary supervision to monitor Title 15 compliance, and deputy and custody assistant training. The goal continues to be to ensure a safe environment for the inmates and Department personnel. The result, however, is that resources must be compromised elsewhere throughout the Department unless \$3.6 million is allocated annually to backfill the sergeant transfers.

#### **Conclusion**

While I realize that the County's budget situation does not provide for an abundance of available funding for the ongoing needs of many Departments, I hope in light of recent events that you consider the above requests.

Should you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Leroy D. Baca".

LEROY D. BACA  
SHERIFF



# LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

## Appendix K



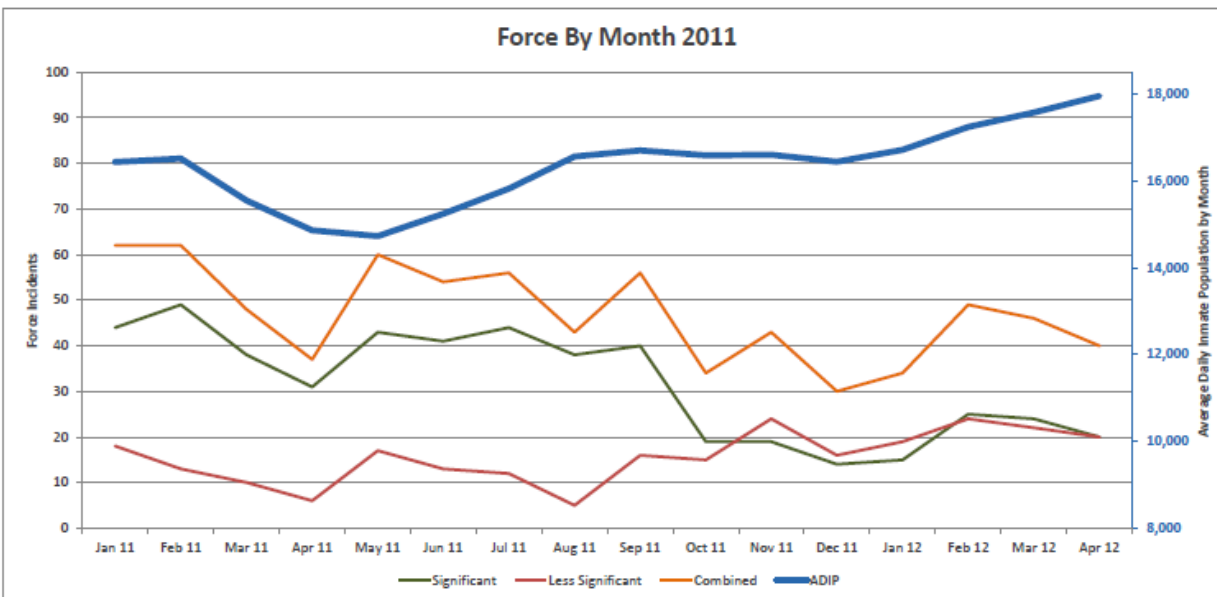
### LOS ANGELES COUNTY SHERIFF'S DEPARTMENT FORCE USED BY MONTH SIGNIFICANT VS LESS SIGNIFICANT

2011																		
CUSTODY DIVISION	January 2011			February 2011			March 2011			April 2011			May 2011			June 2011		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	6	2	8	8	5	13	4	4	8	2	2	4	5	2	7	10	1	11
CST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EAST FACILITY	2	3	5	4	0	4	0	0	0	0	0	0	0	1	1	0	1	1
IRC	9	3	12	9	1	10	12	1	13	10	0	10	8	6	14	8	2	10
MEN'S CENTRAL JAIL	16	1	17	19	1	20	11	1	12	9	2	11	17	5	22	10	3	13
MIRA LOMA FACILITY	0	0	0	0	2	2	1	0	1	0	0	0	0	0	0	0	0	0
NCCF	6	6	12	1	3	4	5	2	7	2	1	3	2	3	5	7	4	11
NORTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOUTH FACILITY	0	1	1	0	0	0	2	0	2	1	0	1	2	0	2	0	0	0
TWIN TOWERS	5	2	7	8	1	9	3	2	5	7	1	8	9	0	9	6	2	8
	44	18	62	49	13	62	38	10	48	31	6	37	43	17	60	41	13	54
CUSTODY DIVISION	July 2011			August 2011			September 2011			October 2011			November 2011			December 2011		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	7	2	9	6	2	8	6	1	7	3	1	4	4	4	8	2	4	6
CST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
EAST FACILITY	0	1	1	1	0	1	3	2	5	0	0	0	0	3	3	1	0	1
IRC	6	2	8	4	1	5	12	4	16	0	4	4	2	2	4	2	0	2
MEN'S CENTRAL JAIL	17	3	20	17	0	17	11	2	13	4	5	9	6	6	12	3	4	7
MIRA LOMA FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NCCF	5	3	8	5	1	6	2	3	5	4	1	5	3	3	6	1	4	5
NORTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOUTH FACILITY	2	0	2	0	0	0	2	0	2	1	0	1	1	1	2	0	0	0
TWIN TOWERS	7	1	8	5	1	6	4	4	8	7	4	11	3	5	8	4	3	7
	44	12	56	38	5	43	40	16	56	19	15	34	19	24	43	14	16	30
2012																		
CUSTODY DIVISION	January 2012			February 2012			March 2012			April 2012			May 2012			June 2012		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	2	6	8	1	3	4	1	2	3	2	6	8	0	0	0	0	0	0
CST	0	0	0	3	0	3	1	1	2	1	0	1	0	0	0	0	0	0
EAST FACILITY	1	2	3	1	1	2	2	2	4	1	1	2	0	0	0	0	0	0
IRC	1	3	4	2	4	6	1	8	9	3	2	5	0	0	0	0	0	0
MEN'S CENTRAL JAIL	7	3	10	14	6	20	5	4	9	7	4	11	0	0	0	0	0	0
MIRA LOMA FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NCCF	1	4	5	2	2	4	6	1	7	2	3	5	0	0	0	0	0	0
NORTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOUTH FACILITY	1	0	1	2	2	4	2	2	4	0	0	0	0	0	0	0	0	0
TWIN TOWERS	2	1	3	2	6	8	8	4	12	4	5	9	0	0	0	0	0	0
	15	19	34	25	24	49	24	22	46	20	20	40	0	0	0	0	0	0
CUSTODY DIVISION	July 2012			August 2012			September 2012			October 2012			November 2012			December 2012		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EAST FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IRC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MEN'S CENTRAL JAIL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MIRA LOMA FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NCCF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NORTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOUTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TWIN TOWERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2011 Totals																		
CUSTODY DIVISION	2011 Totals			2012 Totals			2011 Totals			2012 Totals			2011 Totals			2012 Totals		
	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total	Sig Force	Less Sig Force	Total
CRDF	63	30	93	6	17	23	63	30	93	6	17	23	63	30	93	6	17	23
CST	1	1	2	5	1	6	1	1	2	5	1	6	1	1	2	5	1	6
EAST FACILITY	11	11	22	3	5	8	11	11	22	3	5	8	11	11	22	3	5	8
IRC	82	26	108	7	17	24	82	26	108	7	17	24	82	26	108	7	17	24
MEN'S CENTRAL JAIL	140	33	173	33	17	50	140	33	173	33	17	50	140	33	173	33	17	50
MIRA LOMA FACILITY	1	2	3	0	0	0	1	2	3	0	0	0	1	2	3	0	0	0
NCCF	43	34	77	11	10	21	43	34	77	11	10	21	43	34	77	11	10	21
NORTH FACILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOUTH FACILITY	11	2	13	3	2	5	11	2	13	3	2	5	11	2	13	3	2	5
TWIN TOWERS	68	26	94	16	16	32	68	26	94	16	16	32	68	26	94	16	16	32
	420	165	585	84	85	169	420	165	585	84	85	169	420	165	585	84	85	169

\*Totals presented are as of 04/25/2012



## Appendix K cont'd



Reportable force is less significant when it is limited to any of the following and there is no injury or complaint of pain nor any indication of misconduct:

- Searching and handcuffing techniques resisted by the suspect,
- Department-approved control holds, come-along, or take down,
- Use of Oleoresin Capsicum spray, Freeze +P or Deep Freeze aerosols, or Oleoresin Capsicum powder from a Pepperball projectile when the suspect is not struck by a Pepperball projectile.

Reportable force is significant when it involves any of the following:

- Suspect injury resulting from use of force,
- Complaint of pain or injury resulting from use of force,
- Indication or allegation of misconduct in the application of force,
- Any application of force that is greater than a Department-approved control hold, come-along, or take down. This includes the activation of the electronic immobilization belt or the use of the Total Appendage Restraint Procedure (TARP).

*\*Totals presented are as of 04/25/2012*



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix L**

**Custody Operations Division**  
**Men's Central Jail**  
**Monthly Management Report**

### **Monthly Use of Force Review**

Incident Date - URN Number	Summary
2/29/12 912-00000-5100-505	<b>SIGNIFICANT USE OF FORCE – TAKEDOWN</b> 1845 hours 5400 Involved employees : Dep. Doe, John  Inmate came out of his dorm during pill call and grabbed a hold of the dorm door refusing to let go. Deputy kned Inmate in the lower back in an attempt to get him to release the door. Deputy was assisted by CA and was eventually able to take Inmate to the ground at which time Inmate struck his head on the floor.  CFRT notified, captured on CCTV.
2/26/2012 912-00000-5100-058	<b>SIGNIFICANT USE OF FORCE – TAKEDOWN</b> 2120 hours 6000 hallway Involved employee: Dep. Doe, John  Inmate was in 6000 Clinic, after returning from LCMC. He started to walk away from the Clinic. Deputy ordered him to stop and he placed his hand on Inmate's back. Inmate turned and started to punch Deputy in the face, several times. Inmate ran toward the 6000 hallway. Deputies responded and took the inmate to the ground. The inmate struggled and refused to cooperate with deputies verbal commands. After a brief struggle, deputies were able to handcuff. Sergeant Directed Deputy to hobble the inmate because he continued to kick at the deputies. Inmate was placed on a gurney and transported to the clinic without further incident.  CFRT notified, not captured on CCTV.

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**



## **Appendix L cont'd**

Monthly Management Report  
Use of Force Section

### **Personnel Specific Force Training**

High Use Personnel	# UOF**	Date of last UOF	Date and Title of Last Force Class (and hours)
Doe, John	6	8/22/2011	2/13/2012 2 Hour IMPACT WEAPON (FLASHLIGHT) Deputy is currently restricted to non-inmate contact assignments.

\*\*Use of force number for previous twenty four months.

### **Training Classes Pending**

Employee	Assigned Class	Pending Class Date
Doe, John	Critical Decision Making – 8 hour	April TBA

### **Monthly Force Analysis**

Conduct an analysis of previous month's use of force incidents as they relate to the below listed indicators:

- Frequency and similarity of personnel involved
- Frequency of location
- Frequency during process (pill call, yard, etc.)
- Recurring training issues
- Precipitating factors
- Policy, tactical, training issues
- Other identified trends or unusual factors
- Trends/Patterns from previous month's incidents
- After action recommendations

### **Analysis Narrative:**

There were 10 force incidents in February, 6 Significant and 4 Less Significant. The significant cases were classified as such generally due to a minor injury or complaint of pain. By comparison, there were 20 uses of force during the month of February, 2011.

Four of the force incidents involved K-10 inmates who assaulted each other or staff. As a result, Captain has met with IRC and JIU staff to discuss the initial classification of inmates to K-10 status in an effort to reduce that number. Many of the K-10 force incidents involve inmates who refuse to "declass" from K-10 status as initially established by IRC. IRC staff has indicated that they will strictly apply K-10 classification



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### Appendix L cont'd

#### Monthly Management Report Use of Force Section

guidelines.

Transitional housing has been identified on the 4000 floor for declassified K-10 inmates who express anxiety prior to being moved to general population (GP) housing. These inmates will be in one man GP cells for a short period of time prior to moving into a multi-man cell or dorm.

The handling of K-10 inmates generally by MCJ personnel is being reviewed by a group of watch commanders, the training unit and captain.

**Deputy** was involved in two uses of force. In one, he was an assisting unit who used control holds to keep an inmate on the floor, in the other he took down an inmate who attacked another, no injuries as a result of his force.

**Deputy** was involved in two uses of force, he has also been identified (above) as a high force user. He took one K-10 inmate down who attacked another, and applied the hobble as directed by a sergeant in the second incident.

#### Force Mitigation Efforts

Maintain a running list of all force mitigation actions taken for the previous 12 months with the discernible impact.

Action Taken - Date	Impact on Force
<b>10/26/2011</b> Training Unit created a 2 hour IFT "Tactical Approaches to Consider When Dealing With Recalcitrant Inmates", to address situation assessment, responsibility of responding units, striking areas etc. One hour of classroom instruction followed up with hands-on review of actual MCJ force incidents, with alternative tactics presented and discussed.	Unknown at this time.
<b>11/06/11</b> 19 additional sergeants and 2 lieutenants assigned, allowing for a hard Watch Commander to be on duty at all times and 2 sergeants to be assigned to each floor.	Unknown at this time.
<b>February, 2012</b> 15 Personal Video Recording Devices (PVRD) have been deployed	Unknown at this time.



## Appendix M

### *Inmate Injury Report*

#### COUNTY OF LOS ANGELES SHERIFF'S DEPARTMENT MEDICAL SERVICES BUREAU

POLICY # <b>M206.09</b>	EFFECTIVE DATE: 08/31/2011
SUBJECT: <b>INJURY/ILLNESS REPORT - INMATE</b>	REVISION DATE: <b>10/26/2011</b>

#### PURPOSE

To provide a process for disclosure of certain medical information to custody personnel as allowed by law for the protection of the welfare of inmates and maintenance of jail security and order.

#### POLICY

The health care clinician will provide a limited amount of information regarding reports of illness and injury complaints by inmates, to ensure adequate communication to administration including but not limited to use of force and or injuries investigations.

#### PERFORMED BY

Licensed nursing personnel  
Physician/Mid-Level Provider

#### DEFINITIONS

- **Colored Medical Tags:** are Inmate Medical Transportation Tags provided and controlled by custody personnel and are utilized for all **non-appointment** transportation of inmates to medical facilities. Once the nurse or provider has notified custody personnel regarding the mode of transport, the deputy will complete the appropriate transportation tag and affix it to the inmate's wristband.
- NOT DISASTER TAGS**
- **Red Tag:** will be used when an inmate's medical needs require that he/she is transported **immediately** via paramedics to an acute care facility.
  - **Yellow Tag:** will be used when an inmate's medical needs require that he/she is transported within a two hour time period to an acute care facility.

#### GENERAL INSTRUCTIONS

The medical/mental health records shall be maintained separately from and in no way be part of the inmate's other jail records. Communication of information obtained in the course of medical/mental health screening and care may be provided to jail authorities when necessary for the health and safety of such individuals and the administration and maintenance of safety, security and good order of the correctional institution.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix M cont'd**

**Any injury claimed by the inmate or suspected by medical staff to have been committed by a Sheriff's Department member or any Law Enforcement personnel shall with extreme priority be telephonically or in person reported by the identifying provider or nursing personnel to the Watch Commander. An email will be sent by the reporting person to the facility Clinical Nursing Director and the employee's immediate supervisor regarding the notification. The reporting of this incident should not interfere with necessary or emergent medical care.**

### **PROCEDURES**

1. The nurse or provider will assess the patient and document findings in the medical record. If the patient states that they were injured, or the provider and/or nurse suspects an injury, the supervisor on duty can assist with the notification of the Watch Commander.
2. When presented, the nurse will complete only the **Medical Statement Portion** of the Illness/Injury Report when it has been initiated by custody personnel and presented to the nursing personnel for completion. The information on the form will be limited to the following:
  - a. Patient's statement regarding how the injury was obtained or if the illness was related to an injury.  
NOTE: If the patient is unconscious or unable to answer, that information will be documented.
  - b. Brief description of injuries including location and type, i.e., bruising, swelling, redness, etc.  
NOTE: If no injuries claimed or visualized, that information will be documented.
  - c. The nurse will indicate the plan of care including referral to provider, referral to acute care facility, etc.
  - d. The nurse will check the box if the request was related to an injury or illness.
  - e. The nurse will check the box if the injury was consistent with the claim.  
NOTE: If the nurse is unable to determine this information, then the boxes will be left blank.
  - f. The nurse will check the box regarding follow up treatment recommended based on the provider's order or referral to the MD line.
  - g. For those patients requiring acute care referral, the nurse will notify custody personnel regarding the transfer including the mode of transport. The nurse will check the box for yellow or red tag based on the mode of transport, if applicable.

### **REFERENCES:**

- California Code of Regulations, Title 15, 1205 Medical/Mental Health Records.
- Code of Federal Regulations, 45; 164.512(k)(5)(i).
- Custody Division Manual, 4-01/020.05 Inmate Injury Illness Reporting
- Custody Division Manual, 5-03/095.00 Inmate Medical Transportation Tag
- Medical Services Bureau Policy, M211.01 Medical Record Documentation.
- National Commission on Correctional Health Care, Standards for Health Services in Jail, J-H-02 Confidentiality of Health Records.



## **Appendix N**

### ***Procedures for Processing "Resistance, Delaying, and Obstruction Arrests"***

#### **Los Angeles County Sheriff's Department**

#### **FIELD OPERATIONS DIRECTIVE**

Field Operations Support Services, (323) 890-5411



FIELD OPERATIONS DIRECTIVE: 12-01

Issue Date: 03-14-12  
Effective Date: 03-14-12

ISSUED FOR: LEADERSHIP AND TRAINING DIVISION  
FIELD OPERATIONS REGIONS  
DETECTIVE DIVISION  
HOMELAND SECURITY DIVISION  
CUSTODY DIVISION

#### **PROCEDURES FOR PROCESSING "RESISTANCE, DELAYING, AND OBSTRUCTION ARRESTS" (148(a)(1) PC, 69 PC, and 243(b) PC)**

##### **BACKGROUND**

Arrests for Penal Code sections 148(a)(1), 69, and 243(b) are lawful in instances where an individual resists arrest, delays, obstructs, or interferes with the police in the lawful exercise of police powers or batters or fights or injures a police officer. A suspect's verbal response, without a physical act, no matter how degrading or provocative, does not constitute resistance or obstruction unless the words used are so inflammatory as to constitute a threat or incite immediate breach of the peace. These arrests typically receive more scrutiny from the criminal justice system and therefore merit discretion and good judgment by deputies and enhanced scrutiny by supervisors and managers.

##### **POLICY**

All "Resistance, Delaying, and Obstruction Arrests" (148(a)(1) PC, 69 PC, and 243(b) PC) shall be reviewed carefully by supervisors to determine whether they have a strong factual basis and can withstand legal scrutiny, with special attention to the potential controversy and civil liability.

Deputies are to use discretion and good judgment when deciding to arrest for these sections. Generally, verbal resistance or disrespectful behavior alone are not sufficient to justify resistance or obstruction arrests.



## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT COMMANDER MANAGEMENT TASK FORCE

### Appendix N cont'd

PROCEDURES FOR PROCESSING "RESISTANCE, DELAYING, AND OBSTRUCTION ARRESTS"

FOD # 12-01

#### ARREST AND REPORT REVIEW PROCEDURES

Pursuant to the Arrest Review Procedures set forth in MPP 5-03/010.00, Watch Commanders must review and approve 148(a)(1) arrests. Additionally, misdemeanor 243(b) PC arrests shall also require Watch Commander review and approval, just as felony 243(c)(2) PC and 69 PC already do. This review shall be required whether the obstruction charge(s) are the sole/primary charge or are the secondary charge(s).

The arresting deputy shall document in his arrest report the name of the Watch Commander who approved the arrest.

Furthermore, the Watch Commander that reviewed/approved an arrest that includes a charge for 148(a)(1), 69, or 243(b) shall make every reasonable effort to **also read and co-sign** the arrest report and any supplemental reports after the Watch Sergeant has signed them.

**When reviewing the arrest reports, special scrutiny shall be undertaken with respect to the deputy's documentation of the duties that were interfered with and the suspect's actions causing the resistance, obstruction, battery, delay or interference. The Watch Commander is accountable for ensuring that the elements and details of the arrest that were described verbally by the arresting deputy are included in the report.**

Watch Commanders and Watch Sergeants shall refer to the attached "Resistance, Delaying, and Obstruction Arrest Guidelines" and consider its contents when reviewing these arrests and when reading the reports.

If the report(s) are not completed by the end of the Watch Commander's shift, the report(s) will be processed without his/her signature. He/she will, nevertheless, be required to read a copy of the report within five calendar days of the arrest. The Watch Commander shall also document all "Resistance, Delaying, and Obstruction Arrests" in the Watch Commander's shift log.

In any case in which the approving Watch Commander feels the report is so deficient that prosecution is jeopardized, he/she shall confer with the Detective Bureau Lieutenant or prosecutor. The Watch Commander shall also advise the arresting deputy of his/her concerns and take appropriate action as to the deficiency.

The Watch Commander shall be responsible for forwarding to the Captain a signed copy of the 148(a)(1) PC, 69 PC, or 243(b) PC reports for which he/she approved the arrest. The Captain shall maintain a file of 148(a)(1) PC, 69PC, and 243(b) PC reports and shall review each report for both quality control and civil liability.



## **Appendix N cont'd**

PROCEDURES FOR PROCESSING "RESISTANCE, DELAYING, AND OBSTRUCTION ARRESTS"

FOD # 12-01

### **DETECTIVE BUREAU PROCEDURES**

Pursuant to MPP 4-21/035.00 governing Resisting Public Officer charges, all "Resistance, Delaying, and Obstruction Arrest" reports shall be assigned to a station detective to handle as an active investigation, the principal deputies shall be listed as victims, and the report shall include a 145 statistical code. The assigned detective will make every reasonable effort to conduct a recorded interview of the suspect prior to presenting the case for filing.

Each instance where the prosecutor rejects a "Resistance, Delaying, or Obstruction Arrest" case will be assessed by the Detective Bureau Lieutenant. The Detective Bureau Lieutenant shall discuss any rejected cases with the prosecutor, if he/she disagrees with the filing decision, or with the Watch Commander who approved the arrest and the victim deputy, if appropriate. The reasons for the rejection and whether the case could or should have been handled differently should be addressed in these discussions. The Detective Bureau Lieutenant will provide a quarterly report to the Captain in which he will address the reasons for the rejections.

### **AUDITING PROCEDURES**

Data Systems Bureau will develop an "Obstruction Arrest Database" for compiling information regarding 148(a)(1) PC, 69 PC, and 243(b) PC arrests.

The "Obstruction Arrest Database" and quarterly reports will be reviewed quarterly by each Division Headquarters.

Questions regarding the content of this Field Operations Directive can be directed to Field Operations Support Services at (323) 890-5411.

### **Attachments:**

Resistance, Delaying, and Obstruction Arrest Guidelines

NBT:ESL:el



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix O**

### ***Riker's Island, NY and Cook County, IL Jail Comparisons***

## **AGENCY COMPARISON**

### **Commander Management Task Force**

#### ***Riker's Island, NY and Cook County, IL Jail Comparisons***

*April 11, 2012*

In an effort to implement best practices for jail facilities, the Commander Management Task Force conducted Nationwide inquires to other jail facilities that may be similar in size to the Los Angeles County Jail system. Two jails were immediately identified and were visited to research their policy, procedures, and practices.

In February 2012, staff from the Commander Management Task Force visited the City of New York, Riker's Island jails and Cook County Sheriff's Department. Below is a comparison of each jail along and how it compares to Los Angeles County Jail systems.

<b>PERSONNEL</b>	<b>Los Angeles County Sheriff's Department</b>	<b>Cook County Sheriff's Department</b>	<b>Department of Corrections – City of New York Riker's Island</b>
Sworn Personnel*	2,326	3,525	8,407
Budgeted Personnel	2,564	3,528	8,765
Deputy/Officer to Inmate Ratio	1 to 6.5	1 to 2.5	1 to 1.5
Custody Facilities	8	11	11
Female Facilities	1	1	1
Male Facilities	7	10	10
Correctional Capacity	22,653	9561	17,499
Inmates (ADP/2011)	15,013	8,779	12,421
• Female Inmates (ADP/2011)	1,635	527	862
• Male Inmates (ADP/2011)	13,378	8,252	11,559
Total Bookings (2011)	142,862	74,643	85,431
• Female Bookings (2011)	25,765	9,527	8,747
• Males Bookings (2011)	117,097	65,116	76,684
Use of Force Incidents (2011)	585	800 (66)	1973
Use of Force Incidents – Assaults on Staff Average Per Year	68	13	527
Contraband Recovered (2011)	8,306 Contraband 5,272 Weapons	471 Weapons	2,173 Contraband 2,022 Weapons

NOTE: All information is based on 2011 statistical data.

\*Includes Command and Operations Staff

Force --- While on a business tour, CMTF Commanders were advised of the above force incidents, however, when re-contacted to confirm numbers Cook County reported the incidents in parenthesis ( ).

REVISED: April 11, 2012

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## Appendix O cont'd

### AGENCY COMPARISON

TRAINING	Los Angeles County Sheriff's Department	Cook County Sheriff's Department	Department of Corrections – City of New York Riker's Island
Categories of Force	<p><b>Less-significant:</b> No injury or complaint of pain, nor any indication of misconduct. Resisted handcuffing and searching, control holds, come-along, and take down. The use of Oleoresin Capsicum Powder (OC), Freeze+P or Deep freeze aerosols, OC powder from Pepperball projectiles and the suspect is not struck.</p> <p><b>Significant:</b> The suspect is injured; complaint of pain as a result of the use of force; indication or allegation of misconduct; and any force that is greater than a Department-approved control hold, come-along, or take down. The activation of the electronic mobilization belt, and the use of the Total Appendage Restraint Procedure.</p>	<p><b>Low-Level:</b> Subject whose actions are aggressively offensive without weapons. This type of assailant is one who places an officer in fear of a battery and includes advancing on the officer in a threatening manner or closing the distance between the assailant and the officer, thereby reducing the officer's reaction time.</p> <p><b>Mid-level:</b> The subject's actions will probably cause physical injury. The category of subject is defined by the actions which attack the officer or others.</p> <p><b>High-level:</b> The subject's actions will probably cause death or serious bodily harm.</p>	<p><b>Class A:</b> Use of force that results in a serious injury.</p> <p><b>Class B:</b> Use of force that results in a non-serious injury.</p> <p><b>Class C:</b> Use of force with no injury.</p>
Training of New Policies	Conducted through in-service training, briefings, email, Newsletters, and video.	Conducted through in-service training, briefings, and email.	Disseminated via institutional order or memo through supervisors (hard copies), emails, and during roll-call.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

**Appendix O cont'd**

**AGENCY COMPARISON**

TRAINING	Los Angeles County Sheriff's Department	Cook County Sheriff's Department	Department of Corrections – City of New York Riker's Island
Mandated Recurrent Training	Deputies are mandated to attend 24 hours of Continuing Professional Training every two years, which includes policy changes, legal updates, driver education, force, tactics and firearms.	Officers are required to attend 40 hours of in-service training per year, which includes First Aid and CPR, policy changes, legal updates, etc.	Officers required to attend yearly in-service training, which includes First Aid and CPR, policy changes, and legal updates, etc.
Use of Force Review	Use of Force is reviewed by the immediate supervisor through the chief. The Department's Force Roll-out Team, Internal Affairs, Homicide, Training Bureau, Office of Independent Review, and District Attorney's Office will respond depending on the level of force used.	Use of Force Review Unit determines whether the force used was "warranted" or "excessive." They monitor officers who have a high number of force incidents, and can recommend additional training.	Officers who have been involved in a use of force where it has been determined there was a procedural violation will be counseled and in some instances sent to additional training.
Videotape	The Department has recordable video monitoring systems in many of the facilities. All tactical use of force incidents in the jail are mandated to be videotaped. All suspect interviews wherein significant use of force was used must be videotaped.	Force policy mandates that all force incidents be videotaped. Supervisor is mandated to respond with a video recorder. All pre-planned tactical incidents in the custody facilities are videotaped.	The Department has recordable video monitoring systems throughout the facility.

Comments:



## Appendix O cont'd

### AGENCY COMPARISON

ATTORNEY VISITS	Los Angeles County Sheriff's Department	Cook County Sheriff's Department	Department of Corrections – City of New York Riker's Island
• Physical search of Attorneys		X	X
• Property submitted for inspection	X	X	X
• Issues with contraband entering facilities	X		
• Scanners/Metal Detectors		X	X
• Pre-schedule visits		X	X
• Face-to-Face visits	X	X	X
• Court Orders	X	X	X
• Laptops permitted	X	X	X

Comments: 1) Cook County and Riker's Island have limited issues with contraband entering their facilities via visitation. This can be attributed to attorneys and visitors being physically searched. In addition, all personnel and visitors must pass through a metal detector/scanner upon entering the facility. Scanners have been purchased by the LASD for use in Custody Operations Division and will significantly reduce the amount of contraband entering the custody facilities. In LASD facilities attorneys are not routinely searched, but are subject to search for cause.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

**Appendix O cont'd**

**AGENCY COMPARISON**

Inmate Programs	Los Angeles County Sheriff's Department	Cook County Sheriff's Department	Department of Corrections – City of New York Riker's Island
• Religious Services	X	X	X
• Education-Based Incarceration	X		
• Vocational Training/GED	X	X	X
• Rehabilitation programs	X	X	X
• Libraries	X	X	X
• Commissaries/Vending	X	X	X
• Telephones	X	X	X
• Cultural/Musical/Theatrical/Motivational Programs	X	X	X
• Laundry services	X	X	X
• Maintenance programs	X	X	X
• Re-entry programs	X	X	X
• Landscaping	X	X	X
• Boot Camp		X	X
• Fire Camp	X		
• In-patient treatment programs for pregnant female inmates		X	

Comments: 1) Custody Division does not have a boot camp program, although, Custody Division employ a similar program, fire camps, which instill many of the principles and disciplines commonly found in traditional boot camp programs. The Department reinstated the Vital Intervention and Development Alternatives (VIDA) program in January 2006. VIDA is a 16 week program supervised by Field Operations. VIDA includes compulsory fitness, family counseling, health instruction and other interventions to assist teenagers obtain effective communication skills.



## Appendix O cont'd

### AGENCY COMPARISON

Visitation for Inmates	Los Angeles County Sheriff's Department	Cook County Sheriff's Department	Department of Corrections – City of New York Riker's Island
• Visiting hours determined by each facility.	X		
• Visiting schedule determined by housing location.		X	
• Visiting determined by inmates last name			X
• Visits must be pre-scheduled			X
• Visitors required to ensure Inmate eligible for visit			X
• Inmate video visiting systems	X	X	X
• Complaints regarding wait times	X		
• Visitors searched		X	X

Comments: 1) Custody Division is in the pilot phase of the Inmate Video Visiting System (IVVS). Pre-scheduled visits are a component of the IVVS and will assist in the efficiency of the visiting process, i.e., reducing extended wait times and complaints.

2) Persons visiting inmates do not enter security, therefore, visitors are not routinely searched. However, all visitors are subject to search.



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**COMMANDER MANAGEMENT TASK FORCE**

## **Appendix P**

### ***Personal Video Recording Devices***

761551N25A - SH - AD - 32A (2/72)

COUNTY OF LOS ANGELES  
**SHERIFF'S DEPARTMENT**

"A Tradition of Service"

OFFICE CORRESPONDENCE

DATE: February 21, 2012

FILE NO.

**FROM: JAMES J. HELLMOLD, COMMANDER TO: ALL CONCERNED PERSONNEL**

**SUBJECT: GUIDELINES REGARDING THE USE OF PERSONAL VIDEO RECORDING DEVICES (PVRD)**

The Sheriff's Department is conducting a six month "Proof of Concept" in order to determine whether there is a practical use for PVRD in Custody Operations Division. Deputies who volunteer to participate will operate under the following guidelines:

- Participants shall abide by applicable laws, Department policies and procedures.
- Participants will test equipment at the beginning of each shift to ensure the PVRD is properly functioning, charged, and previously recorded files have been downloaded.
- PVRD equipment shall only be used within the scope of the employee's official duties.
- Personnel should make a reasonable effort to activate the PVRD to record any incident they deem relevant during the course of their official duties.
- Once activated, the PVRD recording should not be intentionally terminated until the reasonable conclusion of an incident.
- All PVRD files of significant incidents shall be downloaded to the designated server prior to the end of the employee's shift.
- All recorded video/audio files are considered property of the Sheriff's Department and shall not be copied or disseminated without the expressed permission of the facility's unit commander.

#### **PVRD PRIVACY**

Personnel shall not use the PVRD to record any personal conversation between another member/employee without the recorded member/employee's knowledge and/or consent. Department personnel should advise fellow members prior to activating a PVRD. Exemptions to this stipulation include personal conversations inadvertently recorded during the normal scope of duties, or when PVRDs are activated during emergent and rapidly unfolding incidents.

#### **RETENTION**

Recorded files from a PVRD are subject to Department Policy concerning Video and should be retained in accordance with CDM 5-05/100.00.

# Los Angeles County Sheriff's Department



## Dual Track Career Path

Leroy D. Baca, Sheriff

## **ATTACHMENT 1 cont'd**

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### **EXECUTIVE SUMMARY**

#### **LOS ANGELES COUNTY SHERIFF'S DEPARTMENT DUAL TRACK CAREER PATH FEASIBILITY STUDY**

**DECEMBER 2011**

*Please note: Italic text throughout this document denotes changes made during the latest revision.*

#### **Mission**

This feasibility study is in response to a recommendation by Merrick Bobb in 2005, which was presented by Supervisor Don Knabe, County of Los Angeles, Fourth District, to assist the Los Angeles County Sheriff's Department (Department) in finding a remedy to maintain a consistency of sworn personnel in the County of Los Angeles' custody facilities. Sheriff Leroy D. Baca favored the recommendation and requested a feasibility study to explore the concept. As a result, Commander Joseph F. Fennell Jr. spearheaded the project and assembled a consortium of stakeholders. The committee consisted of several bureaus within the Department: Personnel Administration Bureau directed by Captain Kevin Hebert, Bureau of Labor Relations and Compliance headed by Captain Larry Brogan, Recruit Training Bureau led by Captain Robert Esson, the Advocacy Unit directed by Attorney Rick Brouwer, and Custody Division under the direction of Chief Dennis Burns.

Although there are numerous aspects to the dual track career path, this committee focused on its implementation, and addressed the advantages and challenges of the reclassification of the deputy sheriff trainee position. The committee developed a method for sworn personnel, who expressed a desire to remain in the custodial environment, to promote from the deputy sheriff classification through the rank of chief without the necessity to work in Field Operations Regions (Regions). The committee also addressed the concept of creating several additional job classifications in Custody Operations and Correctional Services Divisions; sergeant, lieutenant, captain, commander and chief.

It is the belief of this committee that the dual track career path for sworn personnel will enhance morale, create a stable workforce in Custody Operations and Correctional Services Divisions, and reduce the length of time deputies are assigned to custody who desire to transfer to the Regions.

## **ATTACHMENT 1 cont'd**

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### **Background**

In 1998, the Department requested and received approval by the California Peace Officers Standards and Training Commission (POST) to implement an innovative job classification involving the deputy sheriff position. Law enforcement personnel who completed an abbreviated curriculum, in accordance with POST mandates, would be afforded the opportunity to gain partial peace officer status. They were assigned to custody facilities, but could not be employed to perform field duties unless accompanied by a full-time deputy sheriff. The State of California changed its laws to accommodate the shift in philosophy led by the Department. Penal Code Sections 830.1(c) and 831.5 were created.

Section 830.1(c) PC allowed the Department to implement the Modified Deputy Program. The program allowed sworn peace officers to work in the Department's custody facilities prior to the completion of their POST mandated academy training. Section 831.5 PC is used by agencies that have non-sworn custodial officers performing tasks related to the operation of a local detention facility.

As a result of the Modified Deputy Program, numerous law enforcement agencies throughout the state of California adopted similar systems to address their recruitment issues in the custody arena.

### **Modified Deputy Program**

From 1997 to 1999, the Department implemented and conducted a Modified Deputy Program to address significant staffing shortages in the Regions and expedite the movement of custody deputies to the patrol arena. These modified deputies completed an abbreviated POST approved academy training course that covered the minimum statutory requirements to work as corrections officers in the Department's custody facilities. They were returned to the academy at a later time to complete the POST approved peace officer training course necessary to obtain their full peace officer status. Although the situation and conditions of employment were explained to the modified deputies, the challenges they faced were very difficult, and some of their experiences were painful.

Due to a multitude of challenges, which included an unexpected financial burden to the County and the Department, the program was terminated in 2002. According to the Administrative Services Division, it cost the Department in excess of \$35 million to completely dispose of the program.

## **ATTACHMENT 1 cont'd**

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In November 2011, a survey of these deputies was conducted to obtain their overall perception of the program, and identify successes and/or challenges with the program. Their experiences in the modified program may provide insightful knowledge to assist in formulating appropriate recommendations for the dual track career proposal.

A total of 380 of the 405 deputies who participated in the program were reachable for the survey. The participants were informed that their input would remain confidential to encourage honest responses. There were 226 deputies who responded to the survey. The results are attached (*Refer to Modified Deputy Survey, Attachment A, Sections I-VI*).

A majority of the deputies (68 percent) disliked being part of the Modified Deputy Program. They were made to feel “humiliated” and treated as “second-class.” They were subjected to name calling meant to be less than flattering, for example “steputies.” They were not allowed to perform certain jobs, because they were not fully certified by POST as peace officers. Approximately 70 percent of the respondents believed the program was detrimental to their careers.

There was a large percentage (65 percent) of participants in the Modified Deputy Program who believed the program negatively affected their relationships with their co-workers in other job classifications, such as but not limited to, custody assistants, deputies, medical staffers, and supervisors. An even larger percentage (77 percent) claimed they were subjected to openly adverse comments based upon their job title and position as a modified deputy.

When modified deputies were asked if they would recommend re-instituting the program or a similar program, 60 percent said they would not. A smaller percentage (40 percent) believed the program would be satisfactory if applied to a career path in Custody Operations Division.

### **Agency Comparison**

There are a number of sheriff's departments in the state of California that adopted concepts of the Modified Deputy Program. These agencies instituted a functioning dual track career path system. Their motivations to implement the system varied, but some of the reasons included: maintaining a stable workforce in their local detention facilities, cost savings, and reducing the amount of time full-time law enforcement personnel spent assigned in a custodial environment.

## **ATTACHMENT 1 cont'd**

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Fresno, Kern, Merced, Orange, Riverside, San Bernardino, Santa Clara, San Diego, San Joaquin, Stanislaus, and Tulare County Sheriff's Departments were contacted to obtain information regarding their programs, challenges they encountered since their inception, and an overall assessment of their system. Input was also obtained from the Las Vegas Metropolitan Police Department (LVMPD), which also operates the Clark County Detention System, and is responsible for the housing of its inmates.

The California law enforcement agencies contacted have varied versions of the dual track career path based on the application 830.1(c) and 831.5 of the Penal Code. The Orange County Sheriff's Department has deputies assigned to their custody facilities and patrol stations. The San Bernardino County Sheriff's Department implemented a dual track career system. The deputies worked in custody and were not required to work patrol, but they abandoned the system in 2001, when it became unsustainable. They were unable to maintain the minimum sworn staffing levels required in their field operations without forcing sworn personnel to transfer to patrol who preferred to remain in custody.

The Kern County Sheriff's Department does not assign deputies with full peace officer status to their detention facilities. After successful completion of the academy, sworn deputies are assigned to the Central Receiving facility [similar to our Inmate Reception Center (IRC)], Transportation, and the Courts until they are transferred to patrol. Kern County utilizes detention deputies with limited peace officer status to staff their custodial facilities. They are provided with concealed weapons permits (CCWs), which are causal factors for a multitude of off-duty issues.

The remaining nine California county sheriff's departments contacted have non-sworn corrections officers/deputies working in their custody facilities. Seven of the departments, along with LVMPD, utilize non-sworn corrections officers/deputies, and give them peace officer status only while on-duty. Two Sheriff's Departments (Riverside and San Joaquin) do not grant their non-sworn corrections deputies peace officer powers at any time. (*Refer to Agency Comparison Matrix, Attachment B*).

### **Pay Differential**

All the California agencies contacted, except Tulare and Kern County Sheriff's Departments, have pay differentials between the corrections officer or patrol deputy ranging between 5 and 28 percent. Of the 11 California agencies surveyed, 9 have career paths for their custodial personnel from the rank of lieutenant through chief. Orange and San Bernardino County Sheriff's Departments do not have career paths for their sworn custodial personnel.

## **ATTACHMENT 1 cont'd**

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### **Advantages**

All of the agencies contacted expressed positive and negative issues with implementing the programs. The primary factors driving the implementation of their programs were the need to reduce costs and to expedite sworn personnel to patrol in an effort to fill vacancies. The advantages and challenges noted by the agencies are shown in Attachment B. Listed below is a summary of the results of the survey.

#### *Fresno County Sheriff's Department*

- Inception of program 1972
- Career path for detention deputy sheriff (non-sworn) through the rank of captain
- Pay differential of 8 percent for deputy sheriffs (sworn)

#### *Kern County Sheriff's Department*

- Inception of program 2004
- Career path for detention deputy sheriff (non-sworn) through the rank of commander
- Pay differential of 18.5 percent for deputy sheriffs (sworn)

#### *Merced County Sheriff's Department*

- Inception of program late 1970's
- Career path for correctional officer (non-sworn) through the rank of commander
- Pay differential of 10 percent for deputy sheriffs (sworn)
- Parity in pay at the rank of sergeant

#### *Orange County Sheriff's Department*

- Inception of program 2000
- Deputy sheriffs (sworn) have the option to remain in custody
- Pay differential of 5 percent for patrol trained deputy sheriffs

#### *Riverside County Sheriff's Department*

- Inception of program 1994
- Career path for correctional deputy sheriff (non-sworn) through the rank of chief
- Pay differential of 28 percent for deputy sheriffs (sworn)
- Same union

## **ATTACHMENT 1 cont'd**

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### *San Bernardino County Sheriff's Department*

- Program existed from 1997 to 2001
- Deputy sheriffs (sworn) work in their custody facilities
- Pay differential of 5 percent for patrol trained deputy sheriffs

### *San Diego County Sheriff's Department*

- Inception of program 1998
- Career path for detention deputy sheriff (non-sworn) through the rank of commander
- Pay differential of 19.5 percent for deputy sheriffs (sworn)
- Parity in pay at the rank of lieutenant

### *San Joaquin County Sheriff's Department*

- Inception of program 2004
- Career path for detention deputy sheriffs (non-sworn) through the rank of captain
- Pay differential of 22 percent for deputy sheriffs (sworn)

### *Santa Clara County Sheriff's Department*

- Inception of program 2010
- Career path for correctional deputy sheriff (non-sworn) through the rank of chief
- Pay differential of 15 percent for deputy sheriffs (sworn)
- Parity in pay at rank of chief

### *Stanislaus County Sheriff's Department*

- Inception of program 2007
- Career path for correctional deputy sheriff (non-sworn) through the rank of captain
- Pay differential of 10 percent for deputy sheriffs (sworn)

### *Tulare County Sheriff's Department*

- Inception of program 2005
- Career path for corrections deputy sheriff (non-sworn) through the rank of lieutenant
- Pay differential of 5 percent for deputy sheriffs (sworn)

## **ATTACHMENT 1 cont'd**

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### **Challenges**

Tulare County Sheriff's Department was the only agency that did not experience challenges as a result of the implementation of the dual career track system. The challenges the other agencies surveyed included: substantial increase in costs related to operating separate academies for the two job classifications, the need to deal with multiple unions, and the development of a caste system between personnel groups that did not exist prior to the implementation of the program.

#### *Fresno County Sheriff's Department*

- Created a caste system
- Separate unions
- Pay differential of 8 percent for detention deputy sheriffs
- They are considering termination of the program

#### *Kern County Sheriff's Department*

- Detention deputy sheriffs have peace officer powers only while on-duty only
- Sworn deputy sheriffs must be patrol trained to promote to sergeant
- Separate academies

#### *Merced County Sheriff's Department*

- Created a caste system
- Separate academies
- Separate unions
- Pay differential of 10 percent for correctional officers

#### *Orange County Sheriff's Department*

- No career path for Deputy Is (limited to positions within Custody Division and Court Services)
- Deputy sheriffs work in custody for five to six years before transferring to patrol
- Pay differential of 5 percent for deputy sheriff's assigned to custody

## **ATTACHMENT 1 cont'd**

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### *Riverside County Sheriff's Department*

- Program not as cost effective as previously believed
- Thirty-five percent of custody vacancies are filled by sworn personnel due to a shortage of correctional deputy sheriffs
- No parity in pay
- Deputy sheriffs assigned to custody are mandated to remain for a minimum of three years
- Correctional deputy sheriffs have requested CCWs
- Unable to maintain a mobile field force during emergencies
- Separate academies

### *San Bernardino County Sheriff's Department*

- No career path for Deputy I (custody)
- Must go to patrol to promote to Deputy II
- Deputies shall successfully pass written examination to qualify for patrol
- Union lost members in the conversion to the dual track career program
- Deputy sheriffs no longer desired to transfer to patrol
- Department lost some deployment capabilities during state of emergencies
- System became unsustainable (not enough deputies expressed a desire to transfer to patrol)
- Department implemented Rule 173 (same as our 214 policy) in 2009, to restore balance and force deputy personnel to transfer to patrol

### *San Diego County Sheriff's Department*

- Loss of promotional opportunities for deputy sheriffs
- Lowered morale among deputy sheriffs
- Created a caste system
- Limited movement for detention deputy sheriffs in preferred positions
- Separate academies
- Pay differential of 19.5 percent for detention deputy sheriffs

### *San Joaquin County Sheriff's Department*

- No parity in pay
- Pay differential of 22 percent for detention deputy sheriffs
- Separate academies

## **ATTACHMENT 1 cont'd**

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### *Santa Clara County Sheriff's Department*

- Separate hiring processes
- Separate academies
- Correctional deputy sheriffs must return to the academy for an additional two weeks to receive on-duty certification to carry firearms
- Pay differential of 15 percent for correctional deputy sheriffs

### *Stanislaus County Sheriff's Department*

- No deputy sheriffs assigned to Correctional Division
- No parity in pay
- Separate unions
- Deputy sheriffs assigned to patrol respond to custody facilities for crime reports.

### *Tulare County Sheriff's Department*

- Only agency with no complaints about their system

### *Las Vegas Metropolitan Police Department*

LVMPD is somewhat unique compared to the other agencies surveyed in that it is a municipal police department headed by the County Sheriff, who also operates the County's corrections system. In the 1970's, they implemented a two-tier system. Their corrections system is completely separate from their Field Operations. There is a career path for corrections personnel through the rank of deputy chief. As the result of a consent decree, there is parity in pay at all ranks. Both are sworn positions, although corrections officers only have police officer status while on-duty.

The correctional personnel that desire to work patrol must re-apply for the full peace officer position with the Department. There are no full-time peace officer personnel working in the corrections system. There is a clear divide between patrol and corrections officers. A caste system developed, even though they share the same union, salary parity, and similar benefits.

### **Lieutenant /Sergeant Questionnaire regarding Adoption of Dual Track Career Path**

In an effort to obtain input from our supervisory personnel to assess the viability of adopting a dual track career path, Department supervisors were queried about their perceptions concerning the Department's consideration of such a system for sworn personnel in Custody Operations Division and Field Operations. The target group for the query consisted of 365 lieutenants and 1,284 sergeants. A total of 264 lieutenants (72.3 percent) and 794 sergeants (61.8 percent) participated in the voluntary survey.

## **ATTACHMENT 1 cont'd**

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Each participant in the survey was informed that their input would remain confidential, unless indicated otherwise, to encourage honest and straightforward responses. Respondents were provided an explanation as to what comprised patrol and custody positions. For the purpose of the questionnaire, custody was defined as any position within Custody Operations and Correctional Services Divisions. All other positions, including administrative, special assignment, and Court Services Division, were considered patrol. The survey was comprised of multiple choice questions and a comment section.

A total of 82 percent of custody supervisors said they would not choose to permanently remain in custody if provided the opportunity. This group was then asked if their decision would change if they were able to permanently remain in custody as a supervisor, and have a custody promotional career path available through the rank of chief; 80 percent responded "No," and 20 percent responded "Yes." Overall, 34 percent of the custody lieutenants and sergeants surveyed would remain in custody with or without promotional incentives.

The results from patrol supervisors were similarly decisive. A total of 96 percent said they would not return to custody for the remainder of their careers if provided the opportunity. This group was then asked if they would return to custody as a supervisor if a promotional career path was available through the rank of chief; 84 percent responded "No," and 16 percent responded "Yes." Overall, approximately 19 percent of lieutenants and sergeants surveyed stated they would return to custody with or without promotional incentives. The overwhelming majority of supervisors in custody and patrol who responded would not choose to remain in custody for the remainder of their careers.

The supervisors were asked if there should be a pay differential between custody and patrol supervisors. Nearly two-thirds (64 percent) of the supervisors felt that persons working *career positions* within custody should be paid less than those working *career patrol positions*. A little over one-third (35 percent) believed pay parity is appropriate.

One of the supervisors' concerns regarding a dual track career path was the importance of the custody experience for new deputy sheriffs. They emphasized how it contributed to the development of a well-rounded peace officer and distinguished the Department from other law enforcement agencies. A few supervisors expressed a desire to maintain the patrol requirement for sworn personnel, and also the ability to choose custody or patrol assignments throughout their careers. Additionally, supervisors expressed concerns regarding Department deployment limitations during large

## **ATTACHMENT 1 cont'd**

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scale/emergent situations, such as natural disasters and civil disturbances, if the Department re-adopted the modified deputy program. Some believed the system would create a divide between Department members and patrol supervisors would be disdainful of their custody counterparts. A small group believed there should be a rank structure for custody assistants (CA) rather than for sworn personnel.

There were more supervisors who supported a dual track career path for sworn personnel than those who opposed it. Approximately 45 percent believed it would have a positive effect on the Department, while 29 percent felt it would have a negative impact. *(Refer to Supervisors Survey, Attachment C, Sections I-VI).*

### **Concept**

The following proposal was developed as a result of Sheriff Baca's vision to create a career path for sworn personnel in Custody Operations Division, which will improve stability and tenure to the workforce, along with ensuring a greater quality of service to the County's custody environment.

The Department would create a career path for deputies who prefer to work in a custody environment for their entire career. The current deputy sheriff position would remain the same, and without abolishing the 214 policy, deputies would be permitted to submit annual/unlimited extensions.

The following positions would be created to provide a career path for deputies in Custody Operations Division, and selected assignments within Correctional Services Division (Inmate Reception Center and Custody Support Services):

- Custody Sergeant
- Custody Lieutenant
- Custody Captain
- Custody Commander
- Custody Chief

### **Situation**

#### ***I. Application, Hiring Process, and Requirements***

The current application, hiring process, and requirements for the deputy sheriff trainee position would remain the same. *(Refer to Deputy Sheriff Trainee Job Bulletin, Attachment D, Sections I-IV)*

## **ATTACHMENT 1 cont'd**

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*A check box section would be added to the application so the applicant could indicate their career preference to work either custody or patrol. The applicant's hiring process would be expedited for either career path selection depending on the Department's vacancies and needs. After being hired, the deputy could change their preference for work assignment, at any time, until they choose their promotional path.*

### **II. Academy Training**

The 20-week academy training course will remain the same and all deputy sheriff trainees will be full-time peace officers pursuant to 830.1 PC.

### **III. Deputy Assignments**

The eligible register resulting from this examination will be used to fill vacancies in the Department's Custodial (Jail) Facilities, including the North County area, Courts and Sheriff's Stations.

After successfully graduating from the academy, deputies will initially transfer directly into Custody Operations or Correctional Services Divisions. Deputies who want to remain in either custody assignment will be allowed to remain, and those who desire to transfer to the Regions will submit their transfer requests for six patrol stations. If a deputy desires to work in Custody Operations or Correctional Services Division after they successfully complete the patrol training program, they can submit a transfer request. All transfers will be based on Department seniority.

*When there are no longer vacancies in Custody Operations or Correctional Services Divisions, deputies will transfer directly to the Regions upon successful completion of the academy training course.*

*Deputies who do not successfully complete patrol training within their probationary period, and there are no vacancies in Custody Operations or Correctional Services Divisions, will be afforded the opportunity to demote to another job classification where vacancies exist, or become subject to discharge based upon executive discretion.*

### **IV. Deputy Salary**

The monthly entry level deputy sheriff salary would remain the same. Deputies who choose to remain in custody without transferring to patrol will reach their maximum level of pay at Step 6. Deputies who are patrol certified will attain Step 7. (Refer to Deputy Sheriff Salary Schedule, Attachment E).

## **ATTACHMENT 1 cont'd**

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### **V. Promotional Process Requirements**

#### *Sergeant Job Classification*

Option I: Three years of paid experience beyond the completion of the probationary period as a deputy sheriff in the Department. Applicants currently employed as a Los Angeles County deputy sheriff who were placed on the sixth step of the salary range prior to June 2, 1982, will be accepted.

Prior to appointment, all candidates must successfully complete the Sheriff's Department's pre-patrol assignment and Six-Phase Patrol Training programs. Employees may file for this examination if they were appointed to deputy sheriff generalist on or before April 25, 2007.

Option II: Currently hold the payroll title of deputy sheriff -AND- previously held a permanent status as a sergeant, Los Angeles County Police or higher. Prior to appointment, all candidates must successfully complete the Department's pre-patrol assignment and Six-Phase Patrol Training programs.

#### *Special Requirement Information:*

Option I: To qualify under this option, applicants must have held the County position of deputy sheriff for the required time. No out-of-class experience will be accepted.

Option II: To qualify under this option, applicants must have held the County position of sergeant, Los Angeles County Police or higher. No out-of-class experience will be accepted.

Withhold information: Permanent employees who have completed their initial probationary period and hold a qualifying payroll title may file for this examination if they are within six (6) months of meeting the experience requirements by the last day of filing. However, their names will be withheld from the eligible list until the qualifying experience is met.

*Option III: Deputy sheriffs with either five years of experience on the Department working in Custody Operations Division, select assignments in Correctional Services Division, or one year past successful completion of patrol training in the Regions would be eligible to take the sergeant's promotional examination. (Refer to Sergeant's Promotional Bulletin, Attachment F for Sections IV-VII).*

## **ATTACHMENT 1 cont'd**

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### *Lieutenant Job Classification*

Two years paid experience with the permanent rating of sergeant in the Department.

Applicants who expect to qualify must have held the payroll title of sergeant for the required period. Applicants, who have successfully completed their probationary period and are within six months of completing the experience requirement by the last day of filing, may apply. However, their names will be withheld from the eligible list until the qualifying experience is met. (Employees may file for this exam if they were appointed to sergeant on or before October 23, 2008). No out-of-class experience will be accepted. The application requirements will remain the same. (Refer to Lieutenant's Promotional Bulletin, Attachment G for Sections IV-VII).

### **VI. Promotional Examination**

#### *Sergeant Job Classification*

The examination will consist of three (3) components: A written test (weighted 35 percent), a structured interview (weighted 35 percent), and an Appraisal of Promotability (weighted 30 percent).

Part I – The WRITTEN TEST will assess the knowledge required for performing the duties of a sergeant.

A portion of the written examination will utilize reference material, which will be provided to each candidate during the test administration.

Currently, the promotional examination consists of a combination of patrol and custody related questions. However, the questions are more heavily focused on job functions that deal with the patrol assignment.

*If the Department develops separate supervisory items for custody and patrol, there are some important implications for the promotional examinations to be considered.*

*Several options for future promotional examinations are delineated below:*

**Option 1:** *Develop an examination with three different job knowledge sections. Part A questions would focus on custody policy and procedures. Part B would contain questions regarding the Manual of Policy and Procedures. Part C would focus on patrol related questions.*

## **ATTACHMENT 1 cont'd**

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*Custody candidates would take Part A. Custody and Patrol candidates would take Part B. After the custody candidates are dismissed, patrol candidates would take Part C. Eligible candidates that applied to both positions would take each section (A, B, & C).*

**Option 2:** *Develop two different job knowledge examinations, one that focuses exclusively on patrol and the other that focuses exclusively on custody.*

**Option 3:** *Develop one job knowledge examination with different weights on different test sections. The weights would be applied differently depending on the job for which candidates are applying. For example, the custody knowledge section on the test would be weighted more for candidates who apply for the custody sergeant position. On the other hand, the same custody knowledge section would weigh less for candidates applying for the patrol sergeant position. If a candidate applied for custody and patrol positions, he/she will end up with two different written test scores, and possibly in different bands on each certification list. (Refer to Testing Considerations, Attachment H, Options I-III).*

Part II – The STRUCTURED INTERVIEW will assess the knowledge, skills, and abilities necessary for performing the duties of a sergeant.

Deputies seeking a career path in the Regions would have a combination of questions regarding custody and patrol policies, procedures, and tactics.

*There would be separate structured interviews for each career path. The first week of interviews would be for sworn personnel who desire a career path in custody, and the second week for those who desire to work in the Regions.*

Part III – The APPRAISAL OF PROMOTABILITY will evaluate a candidate's potential for performing the duties of a sergeant.

Only those candidates who pass the written test with a score of 70 percent or higher will proceed to the structured interview and Appraisal of Promotability components of this examination. Candidates must achieve an overall passing score of 70 percent or higher in order to be placed on the eligible list.

The Appraisal of Promotability component would remain the same.

*Part IV – At the conclusion of the promotional examination process, two certification lists will be promulgated. One certification list will be composed of candidates who took Parts A and B of the sergeant's written examination, and another list of candidates who took Parts B and C.*

## **ATTACHMENT 1 cont'd**

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*A candidate who was eligible to take both sections of the examination could be placed on both certification lists, but different Bands depending on their combined score in Part A and B; and their combined score in Part B and C. (Refer to Sergeant's Promotional Bulletin, Attachment C).*

### *Lieutenant Job Classification*

This examination will consist of three (3) components: a written test (weighted 35 percent); an Appraisal of Promotability (AP) (weighted 30 percent) and a structured interview (weighted 35 percent).

Part I - The WRITTEN TEST will assess the knowledge required for performing the duties of a lieutenant.

A portion of the written test will utilize reference material which will be provided to each candidate during the test administration.

Currently, the promotional examination consists of a mix of patrol and custody related questions. However, the questions are more heavily focused on job functions that deal with the patrol assignment.

*If the Department develops separate supervisory items for custody and patrol, there are some important implications for the promotional examinations to be considered.*

*Several options for future promotional examinations are delineated below:*

**Option 1:** *Develop an examination with three different job knowledge sections. Part A questions would focus on custody policy and procedures. Part B would contain questions regarding the Manual of Policy and Procedures. Part C would focus on patrol related questions.*

*Custody candidates would take Part A. Custody and Patrol candidates would take Part B. After the custody candidates are dismissed, patrol candidates would take Part C. Eligible candidates that applied to both positions would take each section (A, B, & C).*

**Option 2:** *Develop two different job knowledge examinations, one that focuses exclusively on patrol and the other that focuses exclusively on custody.*

**Option 3:** *Develop one job knowledge examination with different weights on different test sections. The weights would be applied differently depending on the job for which candidates are applying. For example, the custody knowledge section on the*

## **ATTACHMENT 1 cont'd**

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*examination would be weighted more for candidates who apply for the custody lieutenant position. On the other hand, the same custody knowledge section would weigh less for candidates applying for the patrol lieutenant position. If a candidate applied for custody and patrol positions, he/she will end up with two different written examination scores, and possibly in different bands on each certification list. (Refer to Testing Considerations, Attachment H, Options I-III).*

Only those candidates receiving a passing score on the written test component will proceed to the Appraisal of Promotability and structured interview components of this examination. Candidates must achieve an overall passing score of 70 percent or higher in order to be placed on the eligible list.

Part II - The APPRAISAL OF PROMOTABILITY will evaluate a candidate's potential for performing the duties of a lieutenant.

The Appraisal of Promotability component will remain the same.

Part III - The STRUCTURED INTERVIEW will assess the knowledge, skills, and abilities necessary in performing the duties of a lieutenant.

*There would be separate structured interviews for each career path. The first week of interviews would be for sworn personnel desiring a career path in custody, and the second week for those desiring to work in the Regions.*

*Part IV – At the conclusion of the promotional examination process, two certification lists will be promulgated. One certification list will be composed of candidates who took Parts A and B of the lieutenant's written examination, and another list of candidates who took Parts B and C.*

*A candidate who was eligible to take both sections of the examination could be placed on both certification lists, but different Bands depending on their combined score in Part A and B; and their combined score in Part B and C.*

### **VII. Career Advancement**

Sergeant and Lieutenant Job Classifications

Vacancy Information: The eligible list resulting from this examination will be used to fill vacancies throughout the Department.

## **ATTACHMENT 1 cont'd**

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### *Sergeant Job Classification*

*Sworn personnel who choose a career path in custody and do not meet the qualifications to work in the Regions must remain in Custody Operations or Correctional Services Divisions regardless of their supervisory classification.*

*Deputies who successfully complete one year past patrol training would be able to promote to any sergeant supervisory position on the Department based on their Banding on either sergeant certification list. If a patrol trained deputy promotes to a supervisory position within Custody Operations or Correctional Services Division, they must remain there unless they are awarded with another promotion.*

### *Lieutenant Job Classification*

*Sergeants and lieutenants who choose a career path in custody, and do not meet the qualifications to work in the Regions, must remain in Custody Operations or Correctional Services Divisions regardless of their supervisory classification.*

*Sergeants who are patrol certified would be able to promote to any lieutenant supervisory position on the Department based on their Banding on either lieutenant certification list. If a patrol trained sergeant promotes to a lieutenant position within Custody Operations or Correctional Services Division, they must remain there unless they are awarded with another promotion.*

### **VIII. Sergeant and Lieutenant Salary**

Sergeants and lieutenants who are non-patrol certified would receive entry level pay for their respective positions and would only be able to reach a maximum level of pay at Step 5. Sergeants and lieutenants who are patrol certified will be able to reach a maximum level of pay at Step 6. (Refer to sergeant and lieutenant Salary Schedule, Attachments I and J).

### **IX. Captain Salary**

The criteria for the promotional process for the rank of captain will remain unchanged. There would be parity in pay at the rank of captain.

## **ATTACHMENT 1 cont'd**

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### **X. Commander Salary**

The criteria for the promotional process for the rank of commander will remain unchanged. There would be parity in pay at the rank of commander.

### **XI. Chief Salary**

The criteria for the promotional process for the rank of chief will remain unchanged. There would be parity in pay at the rank of chief.

### **XII. Projections**

#### *Deputy Sheriffs*

There are approximately 8,169 budgeted deputy sheriff generalist (DSG) items in the Department. Currently there are 827 budgeted DSG vacancies. Depending on a multitude of unforeseen variables, it would take approximately seven to ten years to staff Custody Operations Division with sworn personnel who desire a permanent career path in custody, and reduce the length of time to less than two years for deputies who desire to transfer to patrol.

The approximate DSG annual rate of attrition is estimated at 325. If the Department conducted seven academy classes with 80 recruits per class, and factored in an attrition rate of 20 percent, the Department can anticipate graduating approximately 448 DSGs per year. If 30 percent of those graduates select a career path in custody, that would be equivalent to an average of 134 deputies per year that would remain in Custody Operations and Correctional Services Division.

Using those rough estimates to calculate and forecast the Department's future sworn personnel model, the Department will obtain a net gain of 123 DSGs per year. In seven years, utilizing basic mathematics, the Department should attain a net gain of 861 DSGs, which will accomplish the goal of filling the deputy sheriff's job classification.

#### *Custody Assistants*

There are currently 986 budgeted CA items in Custody Operations Division and 73 CA vacancies. The annual rate of attrition for CAs is estimated at 52, approximately 4 per month. Another 10 percent of the CAs will promote to DSTs, which equates to about 90 per year. Annually, approximately 150 CAs will leave the Department due to regular attrition, promotions, and other unforeseen circumstances. Therefore, it will be

## **ATTACHMENT 1 cont'd**

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necessary for the Department to remain aggressive and vigilant in its efforts to fill CA vacancies.

### **Advantages**

- Current entry level examination process, background process, and academy training would remain unchanged
- No impact to training
- Improve stability and tenure in the custodial environment
- Reduce the length of time for sworn personnel to transfer to patrol
- Job analysis can be completed, quantified and validated by Test Development Unit in a shorter time period, as opposed to outsourcing the analysis.
- Continued sworn personnel deployment flexibility
- Enhanced morale
- No additional Bowman issues are anticipated

### **Improve stability and tenure in the custodial environment**

Deputies who choose to work in a custodial environment will have a sense of pride, investment, and empowerment to affect positive change. As a result of the ensuing stability and tenure, a respect-based learning and working environment will be created for deputies and inmates in the custodial community.

Non-coveted specialized positions will have a mandatory three-year rotation to allow deputies to gain a broader variety of career opportunities. Additionally, it will provide deputies assigned to custody with greater job knowledge, experience, and expertise, which will enhance their skills and abilities.

### **Reduce the length of time for sworn personnel to transfer to patrol**

The length of time in custody for deputies who choose to transfer to patrol will be significantly reduced over the next 7 to 10 years. With extensions, deputies are currently working in a custodial environment for 5 to 14 years prior to transferring to patrol, depending on the patrol station requested. By providing a custody career path, deputies who desire to work patrol will be able to transfer to the Regions within 2 to 3 years. (*Refer to Average to Patrol Matrix, Attachment K*).

Ultimately, when Custody Operations and Correctional Services Divisions vacancies are filled, academy graduates will transfer directly to the Regions.

## **ATTACHMENT 1 cont'd**

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### **Cost savings unknown**

The cost savings has not yet been determined. However, there is the probable factor of the supervisor/subordinate salary issues, which could impact potential any cost savings. *(Refer to challenges).*

### **Current testing, background, and academy training remains unchanged**

Applicants are applying for the position of deputy sheriff trainee, and those who successfully complete the academy training will all be full-time peace officers pursuant to 830.1 PC.

### **No impact to training**

Training for deputy sheriffs will remain unchanged whether they are assigned to Custody Operations or Correctional Services Divisions, or a Region. The Sergeant's Supervisory School will also remain unchanged. Additionally, custody sergeants will attend Custody Operations Division Orientation for New LASD supervisor training, and patrol sergeants will still attend Field Operations School.

### **Job analysis can be completed in a shorter time period, is more cost effective, and can be quantified and validated within the Department**

The job analysis must be completed for the ranks of custody sergeant through custody commander because there is a testing component as a requirement prior to appointment, whether it is a formal examination or Appraisal of Promotability. The job analysis can be completed within the Department by the Personnel Administration Bureau's Test Development Unit; therefore, it will be expedited and less expensive. The peace officer status will not change, only the supervisory job classifications specific to custody.

### **Continue to have deployment flexibility**

All deputy sheriffs will have full peace officer status, which will allow for continued flexibility in deployment during state or county emergencies.

### **Morale**

It is anticipated that morale would remain balanced for sworn personnel. Deputies who choose to remain in custody are afforded a career path without the necessity to transfer

## **ATTACHMENT 1 cont'd**

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to the Regions. Those deputies will have a sense of pride, investment, and empowerment to affect positive change in the custody community.

Deputies who choose to transfer to patrol will have a minimal stay in a custody assignment, and can choose a career path in any Region.

### **No additional Bowman issues are anticipated**

The deputy sheriff position remains unchanged pursuant to the penal code, and no new position is created; therefore, no additional Bowman issues are anticipated.

The Department will need to maintain its standards and practice of hiring females to maintain an equitable balance in Field Operations and Coveted Positions. If a need surfaced for additional females to work Field Operations and/or occupy a percentage of Coveted Positions, the Department must focus its recruitment efforts toward hiring females desiring employment in Field Operations.

An increase in the percentage of females that choose a career path in Custody Operations Division is anticipated. Therefore, an increased number of sworn females will work in custody facilities, which house predominantly male inmates. It is unknown whether this will have a positive or negative impact on force-related incidents.

### **Challenges**

- Reconciling Supervisor/Subordinate salary
- When Custody Operations and Correctional Services Divisions' sworn vacancies are filled, it will place a mandate on the Department to seek candidates who desire employment in Field Operations
- ALADS/POPA

### **Reconciling Supervisor/Subordinate salary**

A potential drawback is caused when tenured custody deputies are supervised by a less tenured supervisor. This will create salary supervisor/subordinate issues, since deputies will be eligible to promote after five years of service on the Department. For example, a newly appointed custody sergeant with five years of experience could supervise a 30 year tenured deputy who receives longevity pay. The Department may incur a significant financial impact.

## **ATTACHMENT 1 cont'd**

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Currently, there are only 11 supervisors in Detective Division and Field Operations receiving bonuses as a result of the supervisor/subordinate issue. The total monthly additional salary cost for those positions is \$6,093.89, with an annual cost of \$73,126.68. (*Refer to Salary Comparison, Attachment L*).

### **When Custody Operations and Correctional Services Divisions' sworn vacancies are filled, it will place a mandate on the Department to seek candidates who desire to work the Regions**

In approximately seven and ten years, when the sworn vacancies in Custody Operations and Correctional Services Divisions are filled with personnel who desire a career path in custody, it will be essential for Personnel Administration Bureau to recruit applicants desirous of a career in the Regions. These candidates must be mentally prepared to transfer directly to the Regions following successful completion of their academy training.

It is anticipated that Field Operations Region II and III will not be affected by this new proposal. However, Field Operations Region I, particularly Lancaster, Palmdale, and Malibu/Lost Hills Sheriff's Stations, could potentially confront challenges maintaining their sworn personnel staffing levels due to the travel distance of the communities in which deputies and potential applicants reside. As a resolution, the Commander Management Task Force would recommend implementation of at least two North County academy classes per year to assist in maintaining the appropriate sworn personnel staffing levels in Field Operations Region I.

### **ALADS/POPA**

On January 12, 2012, Commander Joseph Fennell, Jr., Lieutenants Ruthie Daily and Kerry Carter, and Sergeant David Randall of the Commander Management Task Force met with ALADS. During the informational meeting with ALADS Board representatives, they were emphatic that every deputy sheriff should be required to work a Field Operations assignment, even though they were shown the survey results that one-third of their members prefer to remain in custody.

On January 25, 2012, Commander Fennell met with an abbreviated version of ALADS Executive Board and members of the ALADS deputy working group to discuss the intricacies of the dual track career proposal. Members of the working group seemed favorable and expressed satisfaction with the flexibility of the deputy sheriff position in the proposal.

## **ATTACHMENT 1 cont'd**

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On January 17, 2012, an informational meeting was held with PPOA Executive Board representatives. They did not specify any major concerns regarding sworn supervisor positions, however, they expressed concern for the evolution of the CA position. The Board representatives requested an analysis of a limited career path for the CA position, such as Bonus I training CA positions at each facility. The number of Bonus I training positions will be based upon the size of the CA personnel model at the respective facilities.

Additionally, they were alarmed because the proposal did not address any enhancements for the CA position. It's feared by POPA that if the CAs are not offered a career path it may cause a division among the CA members. An unknown number of CAs might attempt to influence other members to explore the option to align themselves with a more custody-centric union, such as the State prison guards union (CCPOA), which in the past has shown an interest in recruiting the CA population.

It should be noted that Paul Croney, represented the County Chief Executive Office, Employee Relations Unit during all of the aforementioned informational sessions.

### **Conclusion**

If this proposal is accepted, the cost savings, if any, to the County and the Department is unknown. A potential drawback is caused by tenured custody deputies being supervised by a less tenured supervisor. This will create salary supervisor/subordinate issues, because custody deputies will be eligible to promote after five years of service on the Department. As previously explained, a custody sergeant with five years of experience could possibly supervise a 30-year tenured deputy sheriff, who receives longevity pay. The County and the Department may incur financial impact.

It is anticipated that within the next three years, if the Department's general budget remains stable, deputy sheriffs who desire to transfer to the Regions will experience a drastic reduction in their time spent assigned to Custody Operations or Correctional Services Divisions.

Another potential issue that could surface is the fact that deputies who choose a career path in custody, and are non-patrol trained, must remain in Custody Operations or Correctional Services Divisions regardless of their supervisory classification. It is anticipated that custody supervisors (sergeants and/or lieutenants) will challenge this protocol and seek to expand their career opportunities in supervisory positions other than Custody Operations or Correctional Services Divisions. The committee is working feverishly with the Advocacy Unit to draft language to negate this issue.

## **ATTACHMENT 1 cont'd**

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### **Recommendations**

If this proposal is implemented, it is recommended that the Department sanitize Court Services Division of any non-patrol trained sworn personnel. It is also recommended to discontinue the practice of transferring deputies directly from the academy to these assignments to supplement vacancies.

As previously mentioned, non-patrol trained personnel are limited to job classifications within the custody environment, regardless of their rank.

It can be argued that some form of this study is a logical solution to providing a better quality of service in the County's custody environment. Law enforcement personnel assigned to these facilities will have a greater vested interest in their careers. As deputies gain tenure, they will implement critical Departmental philosophies, such as respect-based communication and respect-based force. The dual track career path will assist in advancing the Sheriff's mission of making our custodial facilities a safe and secure learning environment for both the Department personnel and the inmates housed in our care.

## Attachment 2

### RECOMMENDATION MATRIX

Overview ACLU, Merrick Bobb, OIR, LACO Board of Supervisors recommendations to LASD

Updated: 04/12/2012

ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Alcohol and Substance Abuse	Multifaceted Countermeasures Training and Education, confer with ESS, Real Cost Newsletter, Enhanced Discipline, New Policy on Alcohol and Firearms, and New Policy on Alcohol and Firearms.	X					ESS conducts on-going training and counseling	9th Annual Report (Jul 2011)	OIR
Anti-retaliation policy	Enforce anti-retaliation policy against depts from retaliating against inmates speaking to advocacy groups.	X					"Treatment of Inmates" CDM 5-12/005.00 implemented. Adding subsection "Retaliation" as well.	2011 ACLU	BOS ACLU
Cameras	Install surveillance cameras at MCJ, IRC and TTCF within 30 days of developing a plan to purchase.		X				705 cameras installed at MCJ. 15 servers being readied for data storage, scheduled completion May 2012. IRC and TTCF in process.	Board of Supervisor's Meeting Items, Oct 8, 2011, Item 49-A	BOS
Classification	More review of classification - incentive for better inmate behavior. Develop comprehensive classification plan.	X					Central Housing Unit (CHU) implemented in 2006 to better utilize the Northpointe System utilized since 2002.	22ND Semiannual Report (Aug 2006) pg 19-20, 52 2010-2011 ACLU	BOBB ACLU
Classification	Need to assess the effectiveness of the JICS system - are females properly classified.	X					Central Housing Unit (CHU) implemented in 2006 to better utilize the Northpointe System utilized since 2002.	22ND Semiannual Report (Aug 2006) pg 27-28	BOBB
Classification	Change/ Update Reclassification Program.	X					Central Housing Unit (CHU) implemented in 2006 to better utilize the Northpointe System utilized since 2002.	22ND Semiannual Report (Aug 2006) pg 9-11	BOBB
Classification	Need a research analyst to evaluate and validate classification system.	X					Mr. Bobb deferred to OIR. Per OIR our current system "Northpointe" is sufficient.	22ND Semiannual Report (Aug 2006) pg 25	BOBB
Classification	Special Handling: New system does not integrate old codes. Outdated system.	X					Special handling codes have been revised multiple times. <b>CDM 5-01/030.00 Identification and Classification Symbols for Special Handling Inmates.</b> Revised 03/31/07. Last Revision 08/18/11.	22ND Semiannual Report (Aug 2006) pg 13	BOBB
Classification	Special Handling: Assigning special handling and disciplinary classification of K-10s should be a CHU function.	X					Handling of K-10s managed by JIU/ OSJ personnel. Bobb will be satisfied if it becomes policy. Bobb and CSS will work together to implement. CDM 2-00/020.00 CUSTODY INVESTIGATIVE UNITS as of 6/18/08 Jail Liason now assigns and classification of K-10 inmates.	22ND Semiannual Report (Aug 2006) pg 15-16, 49-51	BOBB
Classification	Need a better classification structure. Also in 6th report)	X					Central Housing Unit (CHU) implemented in 2006 to better utilize the Northpointe System utilized since 2002.	7TH Semiannual Report (Apr 97) pg 23	BOBB
Classification	Distinguish between keepaways that are alleged crime partners and keep always that are testifying against one another.	X					Policy CDM 5-01/030.00 <b>Identification and Classification Symbols for Special Handling Inmates. Enacted 12/10/01 Rev 08/18/11</b>	3rd Annual Report (Oct 2004)	OIR
Classification	Dept. needs to re-evaluate the requirements used to evaluate inmate workers in outside locations.	X					Classification currently reviews and evaluates inmate eligibility for work outside of facilities (Trustees).	4th Annual Report (Oct 2005)	OIR
Classification	Create a clear policy that holds module officers accountable for violations of the security level mixing rules in housing areas.	X					Per OIR on 02-10-12 this issue is resolved. OIR is satisfied that this is no longer a problem. Current policy exists mandating checks of security levels by module officers. Security levels audited by CHU.	4th Annual Report (Oct 2005)	OIR
Classification	Examine and alleviate gaps and bottlenecks in the inmate classification system	X					Central Housing Unit created in 2006 to better utilize classification and housing of inmates.	4th Annual Report (Oct 2005)	OIR
Classification	Insufficient information about LASD's jail classification system to provide information to judges, prosecutors and defense attorneys.	X					Classification program is continually updated and revised.	4th Annual Report (Oct 2005)	OIR

## Attachment 2

### RECOMMENDATION MATRIX

Overview ACLU, Merrick Bobb, OIR, LACO Board of Supervisors recommendations to LASD

Updated: 04/12/2012

ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Classification	Require formal documentation procedures when MCJ inmate housing assignment office issues instructions to rectify improper security mixing in a cell/module.	X					Per OIR on 02-10-12 this issue is resolved. OIR is satisfied that this is no longer a problem. Current policy exists mandating checks of security levels by module officers. Security levels audited by CHU.	4th Annual Report (Oct 2005)	OIR
Cleanliness	Overall facility cleanliness	X					Cleaning projects and inspections are a constant.	ACLU	ACLU
Clothing	Issue jackets and warm clothing (Females)	X					Additional clothing issued to outside workers as needed. Any medical and court orders received are followed.	26TH Semiannual Report (Feb 2009) pg 61	BOBB
Commanders, Jail	Report back on the role of the new jail commanders and how they will be used to reduce jail violence	X					Noted in 11/01/11 BOS letter.		BOS
Community Outreach	LASD continue to meet with members of the African-American community and LA County Human Relations Commission to address questions and concerns about racial tensions in the jails.	X					Religious and Volunteer Services work with outside CBO and CFO's and collectively work with Inmate Services	5th Annual Report (Nov 2006)	OIR
Custody Task Force	Recommended to look at increasing problems: escapes, riots, medication, force. Also in 3rd, 4th, and 5th Reports	X					Commanders Management Task Force and CFRT review related issues ( Fall 2011).	6TH Semiannual Report (Sep 1996) pg 13	BOBB
Data collection	F.A.S.T. needs a more robust software platform.		X			Delayed due to implementation of CARTS - Reviewing proposal to implement CARTS ( Lack of funding for CARTS).		17TH Semiannual Report (Nov 2003) pg 66	BOBB
Data collection	Personnel Complaints from Inmates - recommend FAST be reconfigured to include personnel's names and type of complaint		X				Under revision - Working Group to discuss May 2012.	17TH Semiannual Report (Nov 2003) pg 55	BOBB
Data collection	More review and oversight of system for accuracy. F.A.S.T/ C.A.R.S.		X			Delayed due to implementation of CARTS Reviewing proposal to implement CARTS. Lack of funding for CARTS.		22ND Semiannual Report (Aug 2006) pg 55-58	BOBB
Data collection	Complaints: Maintain requests and complaints in order to track need for both. Have not been tracked in the past		X			CARTS could handle this request. Implementation of CARTS delayed re funding issues.	Complaints are tracked and maintained for data collection . CARTS could handle this request. The implementation of CARTS delayed re funding issues.	25TH Semiannual Report (July 2008) pg 27	BOBB
Data collection	Produce informational packet for inmates of program/classes available.	X					Custody Roadmap - Implemented Summer 2011.	26TH Semiannual Report ( Feb 2009) pg 116	BOBB
Data collection	Develop a better process with additional fields to track country of origin, more consistent.		X			AJIS cannot take additional fields for more information. The implementation of JIMS will allow tracking of country of origin. JIMS project delayed re lack of funding.	Directive in effect to track necessary fields.	28TH Semiannual Report (Oct 2009) pg 19	BOBB
Data collection	Poor and outdated systems do not provide needed statistics. Also in 5th Report. Requesting a new unit creation under the PSTD.	X					FAST system developed to capture information.	6TH Semiannual Report (Sep 1996) pg 15-22	BOBB
Data collection	Plan to share information between Trial court information and jail information system/ automated warrant checks.		X			Delayed due to implementation of CARTS, Reviewing proposal to implement CARTS. Superior courts refuse to give Department access to trial information. Discussions ongoing.		9TH Semiannual Report (Jun 1998) pg 41-43	BOBB
Discipline - Inmate	Disciplinary action against inmates caught roaming in expressly restricted areas.	X					Covered in CDM 5-09/070.00 Inmate Discipline Schedule 12/10/01.	3rd Annual Report (Oct 2004)	OIR
Discipline - Personnel	Life Skills Training, two financial planning workshops	X					ESS conducts financial workshops and support.	9th Annual Report (Jul 2011)	OIR

## Attachment 2

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Updated: 04/12/2012

ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Discipline - Personnel	Pre-Disposition Settlement Agreements should continue to be used, carefully, when appropriate.	X					Currently implemented and on-going.	5th Annual Report (Nov 2006)	OIR
Discipline - Personnel	Eliminate/reduce delays in the Department discipline/grievance/hearing process	X					Delays have been significantly reduced by encouraging PDSAs.	5th Annual Report (Nov 2006)	OIR
Discipline - Personnel	Disciplinary transfer to custody is dangerous form of practice when discharge is more appropriate.	X					Met with Julie (OIR) on 02-10-12 this issue is resolved. Julie is satisfied with the Policy that has been drafted. Policy is currently at LTD. IAB / Executive decisions. As of 12/11/11 OIR is reviewing this recommendation. Based on discussions with executives, may not be an issue.	7th Annual Report (Apr 2009)	OIR
Discipline - Personnel	Develop procedures & policy to provide more scrutiny of probationary employees who have displayed performance issues and/or violated policy.	X					Sheriff's new directive which used the probationary period as an evaluation tool whether employee is failing to meet Dept expectations and termination, if appropriate.	7th Annual Report (Apr 2009)	OIR
Discipline - Personnel	Revise "Guidelines for Discipline" for founded excessive force incidents from 5 days minimum imposition to 15 days (to discharge).		X				In process at Leadership and Training Division.	Presented to CMTF for review 12/27/11	OIR
Discipline - Personnel	Education Based Discipline In 2008, EBD initiated as an alternative to "days off."	X					EBD already implemented successfully.	7th Annual Report (Apr 2009)	OIR
Disturbance Review	Have CSS disseminate division-wide information gained from reviews.	X					Formulated in response to recommendations in 17th Report.	18TH Semiannual Report (Aug 2004) pg29-30	BOBB
DUI Arrests	Rejuvenate Department alcohol abuse training for custody personnel to help reduce incidents of DUI arrests	X					ESS on-going alcohol awareness training.	5th Annual Report (Nov 2006)	OIR
Early release	Inmates are only serving 25% of their sentence.	X					Due to federal court decree, population must be managed appropriately.	6TH Semiannual Report (Sep 1996) pg 9	BOBB
Erroneous Release	Inmates escape - Release issues have been mentioned in 1996 and 1997 reports.	X					Custody Identification cards and new measures implemented (2011).	14TH Semiannual Report (Oct 2001) pg 56-57	BOBB
Facility	In 2006 deepening concerns about safety and structural adequacy of MCJ.		X			Jail Plan currently before the Board of Supervisors.		5th Annual Report (Nov 2006)	OIR
Falling Asleep on Duty	Sleeping on duty - briefing	X					<b>MPP 3-01/030.55 Sleeping on Duty. 04/01/96</b> Briefing Number 2010-04; Hospital Security. Rebriefings continual.	8th Annual Report (Jun 2010)	OIR
Flashlights	Eliminate the use of heavy flashlights as batons to subdue inmates - consider replacing with batons.		X			Analysis being conducted w/ALADS	Policy is drafted. Awaiting final Implementation.	Board of Supervisor's Meeting Items, Oct 8, 2011, Item 49-A	BOS
Investigations	Discipline process - C/A resigned before discipline imposed. Investigation should not be closed simply due to resignation.	X				IAB determines case disposition	IAB now completes investigation and renders disposition even though an employee resigns.	23RD Semiannual Report (Apr 2007) pg 87-89	BOBB
Erroneous Release	Automate court orders and warrant checks to prevent erroneous releases and over detentions.		X			Mr. Bobb was advised that the department currently has limited access to the court's TCIS system, has helped reduce over detentions to approximately 1%. department is developing an automation system (JIMS) which will satisfy recommendations. JIMS lack of funding .		8TH Semiannual Report (Oct 97) pg 33	BOBB
Erroneous Release	Implement Live scan system	X					LiveScan implemented	8TH Semiannual Report (Oct 97) pg 33	BOBB
Force	Delinquent reports from TTCF and MCJ	X					All completed. On-going division oversight. E-LOTS tracking system implemented 12/15/11.	16TH Semiannual Report (Feb 2003)	BOBB

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Overview ACLU, Merrick Bobb, OIR, LACO Board of Supervisors recommendations to LASD

Updated: 04/12/2012

ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Force	Reports: PDC North missing synopsis. Inadequate Detail.	X					Completed. On-going division oversight	16TH Semiannual Report (Feb 2003) pg 55	BOBB
Force	All personnel receive on-going training	X					New Custody training developed. Online web based and high force users scheduled	17TH Semiannual Report (Nov 2003) pg 34	BOBB
Force	Packages - Management needs to evaluate whether force could have been avoided all together	X					Constant evaluation during FRP completion. Process for unit level or IAB implemented. CFRC addresses deficiencies.	17TH Semiannual Report (Nov 2003) pg 71-92	BOBB
Force	All Custody Supervisors receive force management training before they begin assignment	X					Custody Operations Division Orientation for Supervisors (2009) implemented	17TH Semiannual Report (Nov 2003) pg 24-34	BOBB
Force	Require all unit level force instructors to be qualified	X					All force training must be completed by a certified LASD Force instructor	17TH Semiannual Report (Nov 2003) pg 24-34	BOBB
Force	Force packages. MCJ delivered 72 boxes of delinquent force packages. Discovery and DSB need to create better tracking system.	X					Reviewing proposal to implement CARTS. PPI being reviewed and monitored for timely entries. e-LOTS Administrative tracking system online and running. Manual sent to Carmelia (Bobb's Office) for review 12/19/11.	18TH Semiannual Report (Aug 2004) pg 53	BOBB
Force	Reports: MCJ reports factually inadequate	X					Custody Operations Division Orientation for Supervisors (2009) implemented. Custody Incident Command School enacted 12/01	18TH Semiannual Report (Aug 2004) pg 54-55	BOBB OIR
Force	Training: Concern that in-house the training not properly monitored	X					Since the 17th Semiannual report - CTU has implemented process so only qualified instructors can give classes	18TH Semiannual Report (Aug 2004) pg 32	BOBB
Force	Concern about movement to two-hour block and not 8 hour (IFT)	X					CTU has identified that better tracking of training can be identified in this format. 8 hour classes still utilized as a part of training in addition to IFTs	18TH Semiannual Report (Aug 2004) pg 31	BOBB
Force	Review of custody incidents appear to be an overreaction by Deputies	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CFRC and CFRT implemented.	4TH Semiannual Report (June 1995) pg 3, 15, 38-39	BOBB
Force	Litigation from custody rising resulting from force incidents	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CFRC and CFRT implemented.	4TH Semiannual Report (June 1995) pg 9	BOBB
Force	Integrity of the investigation - not detailed. May not be looking at all incidents with the same scrutiny	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CFRC and CFRT implemented..	4TH Semiannual Report (June 1995) pg 16-22	BOBB
Force	Excessive force and poor investigations	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CFRC and CFRT implemented.	4TH Semiannual Report (June 1995) pg 24-25	BOBB ACLU
Force	Force incidents occur based on a simple problem that escalates.	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CICS enacted 12/01	6TH Semiannual Report (Sep 1996) pg 11-12	BOBB OIR
Force	Force packages could be more complete. Better notification to PSTD	X					Custody Operations Division Orientation for Supervisors (2009) implemented. CFRC and CFRT implemented.	6TH Semiannual Report (Sep 1996) pg 25-28	BOBB
Force	Training: Response for specific training for custody from 8th report	X					Force training implemented specific Custody training curricula	9TH Semiannual Report (Jun 1998) pg 92	BOBB
Force	Use of Restraints on Inmates - deficiencies on policies	X					CDM 5-03/130.00 Medically Ordered Restraint devices. Enacted 12/10/01. Last Revision 12/16/02	OIR (October 2002)	OIR ACLU
Force	Additional training for handcuffing technique while TASER device is still activated and changes to the Department's Training and Policy	X					Rebriefing and additional training	9th Annual Report (Jul 2011)	OIR

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ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Force	Taser: FOSS & OIR developed training bulletin on taser use. Regular documentation of the internal memory chip of taser in force incidents. Produce training video.	X					Foss developed training bulletin on "Station Jail Cell Extractions." Tactics & Strategy Unit in process of developing training module for software patch required for download of memory chip. Video is under way with help of less-lethal training experts and VPU	7th Annual Report (Apr 2009)	OIR
Force	Case Profile: Deputy's use of taser within policy but "failed to safeguard person in custody" when he fell from bunk	X					Deputy personnel received discipline. Re-examined policies & practices in handling of cell extractions in station jails and Taser policy itself	7th Annual Report (Apr 2009)	OIR
Force	Involved deputies should never be present when inmate being interviewed.	X					Revised 5-09/430.00	October 2011 Jail Report	OIR BOS
Force	All witness of force should be interviewed (visitors, chaplains, medical staff, etc.)	X					Current protocol requires this. Additional rebriefings will be implemented	October 2011 Jail Report	OIR
Force	Deputies should be separated following a use of force and not allowed to share computers to write a force.	X					Revised 5-09/430.00	October 2011 Jail Report	OIR
Force	Unit level investigators should receive on-going training about conducting use of force interviews.	X					CMFT responds and oversees and mentors sergeants in conducting force investigations. Force Investigations Handbook for supervisors is being written by Commander Mannis. On 02-10-12 Julie felt this recommendation has been met.	October 2011 Jail Report	OIR
Force	A Sergeant involved in force should not interview or write package.	X					Revised 5-09/430.00	October 2011 Jail Report	OIR
Force	When practical an inmate should not be interviewed while in pain or undergoing treatment.	X					Revised 5-09/430.00	October 2011 Jail Report	OIR
Force	Incidents witnessed by third parties, where the third party account differs from the deputies' reports - should receive a heightened level of review requiring taped administrative interviews of involved deputies.		X				CMTF reviewing - may include in CMFT notification process	October 2011 Jail Report	OIR
Force	Investigators should be required to confer with medical staff to learn the outcome of the evaluation of an inmate's injuries following a force incident.	X					2/17/12 -New CDM Policy 4-01/020.10 - Documentation and Supervisory Response to Inmate Medical Emergencies	October 2011 Jail Report	OIR
Force	Significant force incidents that do not meet the standard for an IA review should be investigated and reviewed by a specially-trained group of Sgts and Lts and should be reviewed by a panel of jail commanders, with OIR's participation and input.	X					CFRT and CFRC implemented.	October 2011 Jail Report	OIR
Force	Investigations into unnecessary force and other misconduct allegations should include inquiries into the role that supervisory deficiencies may have played in the incidents.	X					CFRC now reviews and addresses force related incidents and addresses supervisory deficiencies. OIR is also part of this process	October 2011 Jail Report	OIR
Force	Training - Continue to update and brief all personnel on all force related policies.	X					CTU currently revising force training curricula.	4th Annual Report (Oct 2005)	OIR
Force	Supervisors must be vigilant in oversight responsibilities & encourage candor among line deputies.	X					Custody Operations Division Orientation for Supervisors Implemented (2009). CFRT and CFRC implemented.	7th Annual Report (Apr 2009)	OIR
Force	Interviews of inmates alleging force should be conducted within 48 hours.	X					Revised 5-09/430.00		BOS

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		Yes	In Process	No	N/A				
Force	Develop a prioritization policy for more serious force incidents to be completed sooner.	X					CFRT and CFRC implemented.		BOS
Fraternization	Revise existing policies.	X					<b>MPP 3-01/050.85; Fraternalization and Prohibited Associations.</b> Rev 5/01/10 CDM 3-04/020.00 Fraternalization and Prohibited Associations with Inmates	8th Annual Report (Jun 2010)	OIR
Fraternalization	Check for violation of Department's Fraternalization and/or Prohibited Associated policies	X					<b>MPP 3-01/050.85; Fraternalization and Prohibited Associations.</b> Rev 5/01/10 CDM 3-04/020.00 Fraternalization and Prohibited Associations with Inmates	9th Annual Report (Jul 2011)	OIR
Hate Crime Investigation	Better Accountability and Supervision of Investigation and identification of crime	X					Policy in effect. Re-briefings issued	29TH Semiannual Report (July 2010) pg 11-12, 107, 125, 135-143	BOBB
Head strikes	Revise existing policies on head strikes including strikes against hard or fixed objects.	X					MPP 3-01/025.10 - Unreasonable Force revised to include head strikes / fixed objects.		BOS
Housing	No regard to security level of inmates while housed. No central control	X					CHU implemented in 2006, inmates are housed based on classification and security levels.	22ND Semiannual Report (Aug 2006) pg 32-33	BOBB
Housing	Housing slow due to ineffectiveness and antiquated AJIS.		X			Update to move AJIS to CARTS in process No funding for CARTS	IRC and CHU has implemented changes to speed the housing process, however efficiency will be an issue until CARTS is fully implemented (6-12 mos).	22ND Semiannual Report (Aug 2006) pg 44	BOBB
Housing	Unable to use JIMS to full extent due to limits of AJIS.		X			Update to move AJIS to CARTS in process No funding for CARTS	CARTS is in development which will replace the AJIS system. It should be in place within 6-12 mos.	22ND Semiannual Report (Aug 2006) pg 45	BOBB
Housing	CHU should regularly monitor critical statistics and adjust housing accordingly.	X					CHU regularly monitors housing population and houses inmates according to a variety of factors (gang affiliation, security level, status, sexual orientation and age).	22ND Semiannual Report (Aug 2006) pg 48-49	BOBB
Housing	Make permanent the practice of not using dayrooms for inmate housing.	X					The department no longer uses dayrooms as temporary or permanent housing.	4th Annual Report (Oct 2005)	OIR
Identification of Undocumented Immigrants	Create tracking in AJIS that captures interviews of inmates. <b>Per Merrick Bobb: Having ICE retain rights over the information obtained in the interview is insufficient; LASD should track its own data</b>			X		Individual reports are located under the IRC Class Stats website under "Immigration Stats". Inmate interview content is captured on ICE database called ENFORCE. Per MOU with ICE, all information obtained in interviews is property of ICE. LASD only keeps list specifying who was given to ICE for deportation, and how many inmates were given over. <b>NO - LASD HAS NO PROPRIETARY RIGHTS OVER INTERVIEW DATA WITHOUT CHANGE IN MOU</b>		28TH Semiannual Report (Oct 2009) pg 10	BOBB

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		Yes	In Process	No	N/A				
Identification of Undocumented Immigrants	Scope of "levels 1-3" should be more clearly defined./ Concern over the increased responsibility of IRC under the 287(g) program, instead of the Federal government. <u>Per Merrick Bobb:</u> <b>Only Level 1 inmates should be facing deportation</b>			X		Levels of immigrants are identified in current MOU. Department has agreed to MOU responsibilities and taking over certain aspects of program. MOU is in place between LASD and ICE, effective February 2005. ICE defines what the most serious offenders are. ICE agents have ultimate say as to who will be deported based on immigration status. ICE supervisors are present at IRC to review/approve immigration deportees. <b>NO - LASD HAS NO ABILITY TO CHANGE ICE HOLDS WITHOUT CHANGE IN MOU</b>		28TH Semiannual Report (Oct 2009) pg 5-16	BOBB
Inmate Complaint	Medical: Concern over disposition codes - may not give clear picture of problems. <u>Per Merrick Bobb:</u> <b>Current process is big improvement; a narrative is needed on the Med Svcs Bureau form as to what complaint was about and how it was handled</b>			X		<b>NO - A NARRATIVE IS VIOLATING PATIENT CONFIDENTIALITY Per MSB</b>		13TH Semiannual Report (Dec 2000) pg 34-35	BOBB
Inmate Complaint	Medical complaint Incomplete and slow to process. Also mentioned in 12th Report	X					Process outlined in <b>CDM 5-12/010.00 Personnel Responsibilities Rev. 08/16/07</b>	13TH Semiannual Report (Dec 2000) pg 34-35	BOBB
Inmate Complaint	Processing of complaints need clarification and consistency. Also mentioned in the 11th Report.	X					Inmate complaints are now processed as directed in 5-12/000.00 INMATE COMPLAINT/SERVICE REQUESTS (revised 2007 and 2008).	16TH Semiannual Report (Feb 2003) pg 52-53	BOBB
Inmate Complaint	Department should clarify between an inmate complaint while in custody and those made before incarceration should be an WCSR. Also mentioned in 16th Report.	X					Department does have separate methods of taking and processing in-custody complaints (inmate complaints) vs. non-custody complaints (WCSRs).	18TH Semiannual Report (Aug 2004) pg 52	BOBB
Inmate Complaint	Transfer complaints from Custody to Medical- lack of accountability and delays in medical treatment.	X					Complaints regarding medical treatment are immediately forwarded to Medical and medical passes are issued.	25TH Semiannual Report (July 2008) pg 94	BOBB
Inmate Complaint	Lack of access to nursing staff within 24 hours /72 hours on weekends. <u>Per Merrick Bobb:</u> Some type of tracking system is needed to show when an inmate requests a doctor, how long before he was able to be seen.	X					CURRENT PROCESS INVOLVES INMATE TELLING NURSE DURING PILL CALL HE WANTS TO SEE A DOCTOR. NURSE ENTERS REQUEST IN HIS POWER CHART, INMATE RECEIVES PASS WHEN DOCTOR IS AVAILABLE. WAIT TIME DEPENDS ON TYPE OF DR. HE NEEDS TO SEE. WE WILL INQUIRE WITH MSB RE TRACKING WITH A DATABASE.	25TH Semiannual Report (July 2008) pg 9	BOBB ACLU
Inmate Complaint	Personnel Complaint - Fully investigate and document.	X					PER CDM 5-12/000.00	26TH Semiannual Report ( Feb2009) pg 46-48	BOBB
Inmate Complaint	Department should remove the time-limit for acceptance and investigation of complaints (10 days)		X			PENDING New Inmate Complaint policy has been drafted and is awaiting approval; proper tracking system is being considered; new policy allows for 15 days to complete, with allowance for 15 day extension; recommendation re same supervisor is not practical.		26TH Semiannual Report ( Feb 2009) pg 49	BOBB ACLU

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Inmate Complaint	Complaints about specific staff should be included in complaint and PPI. <u>Per Merrick Bobb:</u> Entry into PPI is mandatory; complaints need to be completed within 15 days, or sooner if inmate is to be released before. If complaint is against a personnel, then supervisor conducting investigation cannot be his immediate supervisor		X			See previous entry		27TH Semiannual Report (Aug 2009) pg 41-42	BOBB ACLU
Inmate Complaint	Follow up on complaints is poor when complaint against staff. <u>Per Merrick Bobb:</u> <b>Complaints cannot be refused if incident is more than 15 days old</b>		X			See previous entries		4TH Semiannual Report (June 1995) pg 35-39	BOBB ACLU
Inmate Complaint	Problem with how complaints are documented. Process as complaint vs. WCSR	X						9TH Semiannual Report (Jun 1998) pg 31	BOBB ACLU
Inmate Death	Prompt reviews of in-custody deaths should be implemented when Department force is involved. Too long before review and be heard by EFR	X					<b>SUFFICIENT PER MERRICK BOBB 12/15/2011</b> <b>Sufficient Per Julie at OIR on 02/10/2012.</b> EFR is not conducted until criminal case is completed. Custody death Review, involving Division Chief and Homicide, among others, is conducted	24TH Semiannual Report (Dec 2007) pg 29-35	BOBB OIR
Inmate Death - K. Evans and M. Philyaw	Litigation and tactics	X					Full After Action report submitted in January 2002	14TH Semiannual Report (Oct 2001) pg 93-94	BOBB
Inmate Death - Kevin Evans	Multiple Issues	X					Full After Action report submitted in January 2002	14TH Semiannual Report (Oct 2001) pg2-53	BOBB
Inmate Death -Kevin Evans - update	Response to 14th - agree with most recommendations - no funding	X					Full After Action report submitted in January 2002	15TH Semiannual Report (July 2002) pg 6	BOBB
In-Custody Death	Department find ways to ensure DMH follow up after declassification of suicide inmates and Work with Dept. to develop a more robust system ensuring timely notification when foreign nationals expire within custody	X					Regarding death notification for foreign nat'l's, MPP 5-09/090.35 indicates the notification will be made by Int'l Liaison Unit. (See attached). 02-10-12, Julie is okay with policy. In regards to DMH issue, Julie said its resolution is pending based on the proposed increase in staffing of JMET. <b>JMET staff to be increased by 7 deputies, pending BOS funding.</b>	9th Annual Report (Jul 2011)	OIR
In-Custody Death	Quality of review of custody related issues continues to improve through death reviews and tracking of inmate attempt suicides and suicides. Medical staff's unwillingness to acknowledge potential quality of care issues and HIPAA policy revisited	X					Policy created by MSB, CSS, & County Counsel on inmate medical records (CDM 4-12/000.00 Rev 06/01/08). Death reviews ongoing	7th Annual Report (Apr 2009)	OIR
In-Custody Death	No protocol regarding the handling of inmate suicides and homicides between IAB and Homicide Bureau.	X					Policy created by MSB, CSS, & County Counsel on inmate medical records (CDM 4-12/000.00 Rev 06/01/08). Death reviews ongoing	3rd Annual Report (Oct 2004)	OIR
In-Custody Death	In 2004 highest profile controversy was a string of inmate-on-inmate murders in the jails	X					In depth review conducted numerous policies updated and revised	5th Annual Report (Nov 2006)	OIR
In-Custody Death	Inmate death reviews need to be conducted on a timely basis	X					Custody death review is conducted within 1 month <b>CDM 4-10/050.00 Inmate Death - Reporting and Review Process Rev 03/17/11</b>	5th Annual Report (Nov 2006)	OIR
In-Custody Death	Segregate older inmates from younger inmates	X					Some 40 and older dorms have been designated, however, inmate security level takes priority	5th Annual Report (Nov 2006)	OIR
In-Custody Death	Segregate security level 8 and 9 inmates from lower security level inmates	X					Classification policies have been revised and are audited by CHU	5th Annual Report (Nov 2006)	OIR
In-Custody Death	IAB personnel roll immediately to the scene of any jail death to which Homicide rolls out	X					<b>CDM 4-10/050.00 Inmate Death - Reporting and Review Process Rev 03/17/11</b>	5th Annual Report (Nov 2006)	OIR

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In-Custody Death	Reduce the backlog of overdue inmate death reviews	X					Custody death review is conducted within 1 month CDM 4-10/050.00 Inmate Death - Reporting and Review Process Rev 03/17/11	5th Annual Report (Nov 2006)	OIR
In-Custody Death	Review TARP policy and procedures	X					MPP 3-01/110.22 Total Appendage Restraint Procedure. Rev 03/01/10	5th Annual Report (Nov 2006)	OIR
In-Custody Death	Personnel assigned to the floor reassess the suitability of cellmates before pairing.	X				OIR continues to work with the Department to formalize the change in practice. Central Housing Unit (CHU) currently does audits in housing areas regarding demographics of racial balance. Custody Division currently has 28 different classifications of inmates, most in the nation. Housing classification is already closely monitored.	Per Julie, on 2/10/12, this is ongoing process; she hopes for increased involvement by deputies when housing inmates in cells with other inmates.	8th Annual Report (Jun 2010)	OIR
In-Custody Death	Case profile			X		The investigation remains pending and OIR is monitoring those cases.		8th Annual Report (Jun 2010)	OIR
In-Custody Death	Case profile			X		Department has made efforts to close the communication gap between LASD officials and DMH.		8th Annual Report (Jun 2010)	OIR
In-Custody Death	Case profile (non specific) Change in suicide blankets		X			Department is committed to make a change in the suicide blankets once a suitable provider is found. On-going review	Per Julie, on 02/10/12, this issue remains unresolved; the review process for the most effective product will continue.	8th Annual Report (Jun 2010)	OIR
In-Custody Death	Case profile (non specific)	X				LASD and DMH need to find ways to improve communication between medical, JMET, and custodial staff. On-going	Per Julie, on 02/10/12, this issue is DMH driven. She hopes for better involvement by deputy personnel with regard to cell placement. Per Sgt Vickie Panzone, DMH, LASD, and JMET met every morning to discuss progress of DMH inmates. Deps assigned in DMH areas are hand picked, and DO NOT rotate; these deps use several criteria, e.g. age, size, to determine cell placement for two man cell housing.	8th Annual Report (Jun 2010)	OIR
In-Custody Death	Case profile (non specific) Alternative to existing shower rods		X			Department continues to research alternatives to existing shower rods. All shower rods were removed from facilities following inmate hanging; alternatives being considered by Custody Division.	Per OIR, on 02/10/12, this issue remains unresolved; the review process for the most effective product will continue.	8th Annual Report (Jun 2010)	OIR
In-Custody Death	Dept. work with DMH to find treatment and care for inmates declassified from mental.		X				Per OIR, on 02/10/12, JMET follow up is insufficient. This is not a specific recommendation. <b>JMET staff to be increased by 7 deputies, pending BOS funding.</b>	8th Annual Report (Jun 2010)	OIR and DOJ
In-Custody Death	Provide inmates with shorter length of socks.	X					Department no longer allows vendor to sell knee high socks to inmates.	8th Annual Report (Jun 2010)	OIR
In-Custody Death	Temporarily bunks placed in cells to create additional space have been removed.	X					Temporary bunks have been removed from cells	8th Annual Report (Jun 2010)	OIR
In-Custody Death	More Supervisors monitoring of scanners and walking the floors	X					Under review by CMTF	9th Annual Report (Jul 2011)	OIR
Inmate Accounts	Concerns on lack of monetary limitations on accounts. Reform needed	X					New policy implemented in 2009 (CDM 5-06/15.00) which placed caps on funds deposited or released into an inmate account	7th Annual Report (Apr 2009)	OIR
Inmate Discipline	Reconsider practice of taking clothes from inmates for disciplinary reasons	X					Personnel must abide by Title 15, unless formal discipline process dictates removal of clothing.	5th Annual Report (Nov 2006)	OIR

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Inmate Discipline	Inmates are given unreasonable time in disc housing and depts often leave them after they should have returned to GP			X		Process is tracked via IRTS regarding timeline. Bail sched in place for disc and Capt's review process in place LASD meets Title 15 regulations regarding disciplinary housing of inmates. Title 15 does not specify how much discipline time shall be given, except		ACLU 2011	ACLU
Inmate Security and Care	As a result of and inmate murder at MCJ - make sure inmates are wearing proper wristbands, have proper ID cards, and are properly supervised at all times.	X					All policies are enforced and recurrent briefings are conducted	5th Annual Report (Nov 2006)	OIR
Investigation	Inadequate review of inmate death (Inmate was being restrained). Concern IAB not involved in process.	X					Policy directs that IAB will be a part of the notification process in any inmate death. CDM 4-10/050.00 Inmate Death - Reporting and Review Procedures. Enacted 12/10/01. Last Revision 03/17/11.	OIR (October 2002)	OIR
Lack of hard-lock cells	The increase of violent felony inmates due to three strikes. Inadequate number of cells		X			Master Jail Plan currently before BOS for past 6-7 years. Budget constraints an issue.	Per OIR, consider single man cells in Tower I.	6TH Semiannual Report (Sep 1996) pg 7-8	OIR
Mail	Improve timeliness and ensure staff passes out mail	X					Recurring briefings/ policy/ log in E-Udal <b>CDM 5-06/070 Receiving Personal Correspondence and 4-11/020.00 Uniform Daily Activity Log</b>	26TH Semiannual Report (Feb 2009) pg 61-62	BOBB ACLU
Medical	HIV inmates not receiving medication or timely treatment	X					Progress in policy changes noted in LA Times, written by ACLU	10TH Semiannual Report (Feb 1999) pg 19-24	BOBB
Medical	Delay in appointments	X					Automation of JHIS in 2000 has decreased delays and errors	12TH Semiannual Report (June 2000) pg46	BOBB ACLU
Medical	Delay in dispensing medication	X					Automation of JHIS in 2000 has decreased delays and errors	12TH Semiannual Report (June 2000) pg 46	BOBB ACLU
Medical	Automate paper records of inmates	X					Inmate records are automated in the Jail Hospital Information System (JHIS) - implemented in 2000. The current software utilized is Powerchart	12TH Semiannual Report (June 2000) pg 53	BOBB
Medical	Seek Licensure as Correctional Treatment Center	X					Licensed since 2005	12TH Semiannual Report (June 2000) pg 51	BOBB
Medical	Seek IMQ Jail Accreditation. Per Merrick Bobb: <b>All facilities require accreditation under NCCHC</b>			X		To recieve NCCHS Accreditation, would be cost prohibitive and take years to complete.		12TH Semiannual Report (June 2000) pg 51	BOBB
Medical	Delays in access to Dr. and Dentists	X					Automation of JHIS in 2000 has decreased delays and errors	13TH Semiannual Report (Dec 2000) pg 36, 37-34	BOBB ACLU
Medical	Delays in prescriptions renewals	X					Automation of JHIS in 2000 has decreased delays and errors	13TH Semiannual Report (Dec 2000) pg 36, 42-47	BOBB ACLU
Medical	Interruptions in medication when inmate transferred	X					Automation of JHIS in 2000 has decreased delays and errors	13TH Semiannual Report (Dec 2000) pg 36, 44-45	BOBB ACLU
Medical	Lapses in follow up care	X					Automation of JHIS in 2000 has decreased delays and errors	13TH Semiannual Report (Dec 2000) pg 36	BOBB ACLU
Medical	Contract: Transfer emergency and specialty visits from USC to a different contract hospital	X					Currently under review and admitting contracted items to IRC (Oct 2011)	13TH Semiannual Report (Dec 2000) pg 51	BOBB
Medical	Records: Computerize medical records	X					Inmate records are automated in the Jail Hospital Information System (JHIS) - implemented in 2000. The current software utilized is Powerchart	13TH Semiannual Report (Dec 2000) pg 54	BOBB
Medical	Staffing: Have USC medical residents staff IRC to expedite medical issues	X					Currently under review and admitting contracted items to IRC (Oct 2011)	13TH Semiannual Report (Dec 2000) pg 52-52	BOBB
Medical	Ensure treatment meets Title 15 Standards	X					Procedures identified in <b>CDM 5-03/050.00 Standards of Medical Care enacted 12/10/01</b> . Procedures also meet the Community Standards of care	13TH Semiannual Report (Dec 2000) pg 51	BOBB ACLU
Medical	Seek Licensure as Correctional Treatment Center	X					Licensed since 2005	13TH Semiannual Report (Dec 2000) pg 50-51	BOBB

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Medical	Seek IMQ Jail Accreditation. Also mentioned in 12th Report. Institute of Medical Quality.			X		Currently looking at licensure of CRDF and accreditation under NCCHC (National Commission on Corrective Health Care). The licensure of CRDF would be state - like CTC - under Title 22. The CTC is currently IMQ accredited for		13TH Semiannual Report (Dec 2000) pg 51	BOBB
Medical	Staffing: Understaffed even when include recent hires	X					On going hiring and certification	13TH Semiannual Report (Dec 2000) pg 49-50	BOBB
Medical	Sick call: Deputies creating daily lists should be handled by medical staff in order to prioritize	X					Title 15 requires a procedure for sick call. Procedures identified in <b>CDM 5-03/050.00 Standards of Medical Care enacted 12/10/01</b>	25TH Semiannual Report (July 2008) pg 26	BOBB
Medical	Staffing: Poor daily staffing levels do not meet needs	X					On going hiring and certification	25TH Semiannual Report (July 2008) pg 24	BOBB
Medical	Automate paper records of inmates	X					Inmate records are automated in the Jail Hospital Information System (JHIS) - implemented in 2000. The current software utilized is Powerchart	26TH Semiannual Report (Feb 2009) pg 85	BOBB
Medical	Continue with standardized procedures certification of RNs	X					On going hiring and certification.	26TH Semiannual Report (Feb 2009) pg 91	BOBB
Medical	Automate paper records of inmates	X					Inmate records are automated in the Jail Hospital Information System (JHIS) - implemented in 2000. The current software utilized is Powerchart.	8TH Semiannual Report (Oct 97) pg 31	BOBB
Medical	Task Force	X					A task force was created to look at Medical Services issues. Captain Morehead placed over Medical Services. Looking at improving pharmacy.	9TH Semiannual Report (Jun 1998) pg 37-39	BOBB
Medical	Review feasibility of Telemedicine	X					In place since 2008.	13TH Semiannual Report (Dec 2000) pg 55	BOBB
Medical	Medical emergency procedures. Need a clearer policy on responding to man down calls in the custody environment. Need better documentation of response and action taken	X					<b>CDM 5-03/060.00 Medical Diagnosis and Treatment.</b> Medical Services Bureau Policy 207.8 Response to Medical Emergencies and Persons Down. (05/19/03).	2nd Annual Report (Oct 2003)	OIR
Medical	Ensure inmates receive proper medical care for pre-existing conditions.	X					On going review	5th Annual Report (Nov 2006)	OIR ACLU
Medical	Continue to investigate and hold medical personnel accountable for failures or lapses in providing appropriate medical treatment to inmates and/or violations of policy.	X					On going review	5th Annual Report (Nov 2006)	OIR
Medical	Immediately mandate that all medical personnel report all suspicious injuries of inmates to IAB or facility Captain	X					MSB has instituted policy mandating medical staff to report allegations (M206.09).		BOS
Mental Health	Insufficient staff to screen incoming inmates	X					On-going partnership with DMH to increase staffing	8TH Semiannual Report (Oct 97) pg 13	BOBB
Mental Health	Proper management of drug delivery/ prescription and follow up	X					Inmate records are automated in the Jail Hospital Information System (JHIS) - implemented in 2000. The current software utilized is Powerchart	8TH Semiannual Report (Oct 97) pg 13	BOBB ACLU
Mental Health	Constant supervision by DMH of inmates in any mental observation setting			X			DMH is still unable to staff to maintain constant supervision. They do conduct alternating 15 min cks with custody personnel on most seriously ill inmates. MB is satisfied that this is unresolvable by the LASD. This is a DMH issue - he acknowledged the above efforts.	8TH Semiannual Report (Oct 97) pg 13	BOBB
Mental Health	Housing issues at MCJ. Actions since 8th Report	X					Inmates were moved to TTCF from MCJ in 1998	9TH Semiannual Report (Jun 1998) pg 35-37, 39-40	BOBB ACLU
Mental Health	Establish a protocol with DMH so that inmates requesting to be seen or showing signs they need to be are reevaluated regardless of when they were last evaluated.	X					JMET teams implemented and respond to requests.	4th Annual Report (Oct 2005)	OIR

## Attachment 2

### RECOMMENDATION MATRIX

Overview ACLU, Merrick Bobb, OIR, LACO Board of Supervisors recommendations to LASD

Updated: 04/12/2012

ISSUE	RECOMMENDATION	IMPLEMENTED				IF NO, WHY?	IF YES	M. BOBB REPORT REF.	ORG
		Yes	In Process	No	N/A				
Mental Health	Discipline for MO inmates - should not be disciplined	X					When the most seriously ill inmates break jail rules, DMH is consulted prior to discipline being invoked on the most ill inmates. MB was satisfied that DMH is consulted prior to discipline being invoked.		ACLU
Mental Health	Staff does not properly deal with MO needs	X					On-going mental health training		ACLU
Misconduct cases with discharge	Progressive disciplinary system in effect to address performance issues or misconduct	X					Disciplinary evaluation process with OIR input can improve decision making process	7th Annual Report (Apr 2009)	OIR
Mira Loma	Attorney Room separate from visitors room	X					A small room has been converted for use by attorneys only. The room provides face-to-face visiting.	28TH Semiannual Report (Oct 2009) pg 40	BOBB
Mira Loma	Releases: Allow detainees to spend an additional night if they do not have immediate transportation due to weather or time.	X					Federal guidelines. They are sent to LA Staging prior to release by ICE. MB was satisfied since we do not control release of detainees.	28TH Semiannual Report (Oct 2009) pg 45	BOBB
Morale	Deputies spending too much time in the jails. Allow Deputies to go to patrol earlier. Reduce time in custody to 18mo/2 years		X			General vacancies and movement	Dual Track Career Path proposal submitted. Extensions implemented January 2012 and being reviewed by the CEO.	2ND Semiannual Report (Apr 1994) pg 3	BOBB
Morale	Deputies spending too much time in the jails		X			General vacancies and movement	Dual Track Career Path proposal submitted. Extensions implemented January 2012 and being reviewed by the CEO.	4TH Semiannual Report (June 1995) pg 4	BOBB
Morale	Deputies spending too much time in the jails. Allow Deputies to go to patrol earlier.		X			General vacancies and movement	Dual Track Career Path proposal submitted. Extensions implemented January 2012 and being reviewed by the CEO.	5TH Semiannual Report (Feb 1996) pg 10	BOBB
Operations (Custody Facilities)	Provide additional resources to operations staff of larger units to even the administrative workload		X			Assessment of facility needs ongoing. Requires additional funding.		Presented to CMTF for review 12/27/11	OIR
Overcrowding	Dept. needs to find ways to reduce population. Also in 6th Report	X					Rutherford mandates and ACLU oversight	7TH Semiannual Report (Apr 97) pg 14	BOBB ACLU
Overcrowding	Overcrowding and lack of funding. The increase of violent felony inmates due to three strikes.	X					Rutherford mandates and ACLU oversight. MB satisfied with our adherence to Rutherford and ACLU monitoring.	6TH Semiannual Report (Sep 1996) pg 7	BOBB ACLU
Overdetentions & Erroneous Releases	Ongoing issue, minimize errors through effective supervision & diligent review	X					Regular meetings with OIR, IRC, & CSD to review all over detentions & erroneous releases	7th Annual Report (Apr 2009)	OIR
Overdetentions & Erroneous Releases	Custody (IRC) and court services continue to meet bi-monthly to discuss all over detentions and erroneous releases, and correct any issues identified	X					On-going review	5th Annual Report (Nov 2006)	OIR
Performance Mentoring	Criteria for placement into program be reevaluated and revised to make more meaningful	X					Tracked by Risk Management Unit. MPP 3-02/010.55 Transferring Employees Subject to a Settlement Agreement or a Participant in the Performance Mentoring Program.	27TH Semiannual Report (Aug 2009) pg 65-66	BOBB
Performance Mentoring	IRC had the highest number identified of all Custody/ Patrol stations - New format recommended.	X					Tracked by Risk Management Unit	27TH Semiannual Report (Aug 2009) pg 63	BOBB
Performance Mentoring	MCJ had significant number of False Statement allegations - New format recommended.	X					Tracked by Risk Management Unit	27TH Semiannual Report (Aug 2009) pg 64	BOBB
Performance Mentoring Committee	Must be vigilant about consistent meetings.	X					Tracked by Risk Management Unit	27TH Semiannual Report (Aug 2009) pg 58	BOBB
Personnel	Reinforce policy that staff should not accept gratuities and determine if disciplinary action warranted for any violations. IA investigation recommended	X					Corrective Action Plan implemented for Training Division & ASD to provide annual training. Revised policy to provide guidance to employees	7th Annual Report (Apr 2009)	OIR
Policy	Ensure county council briefed on all new policies and updated versions	X					County Counsel must sign and approve all new and revised policies	19TH Semiannual Report (Feb 2005) pg 63	BOBB
Policy	Clarification on duties of a supervisor in preserving a crime scene in custody settings.	X					Re-current briefings, and updates by Homicide, training in Supervisor School	3rd Annual Report (Oct 2004)	OIR

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		Yes	In Process	No	N/A				
Policy	Formalize hourly safety checks and clarify that IRC is included. Limit number of inmates that can be housed in an IRC holding cell.	X					CDM 4-11/030.00 Inmate Safety Checks Rev 06/09/11	3rd Annual Report (Oct 2004)	OIR
Policy	Implement a documentation procedure when CHU issues instructions to rehouse improperly housed security levels.	X					CHU continually reviews housing issues and movement	3rd Annual Report (Oct 2004)	OIR
Pregnancy	Maintain basic pre-natal and infant education	X					On-going. CDM policy 5-03/115.00 Pregnant Inmates. Enacted 07/01/10	25TH Semiannual Report (July 2008) pg 37	BOBB
Pregnancy	Pre-screening and pre-natal care	X					On-going. CDM policy 5-03/115.00 Pregnant Inmates. Enacted 07/01/10	25TH Semiannual Report (July 2008) pg 39	BOBB
Pregnancy	Restraints for females in labor	X					On-going. CDM policy 5-03/115.00 Pregnant Inmates. Enacted 07/01/10. Consistent with 6030(f) P.C. and 5007.7.P.C.	25TH Semiannual Report (July 2008) pg 51	BOBB ACLU
Pregnancy	Maintain basic pre-natal and infant education	X					On-going. CDM policy 5-03/115.00 Pregnant Inmates. Enacted 07/01/10. Consistent with 6030(f) P.C. and 5007.7.P.C.	26TH Semiannual Report (Feb 2009) pg 143	BOBB ACLU
Recalcitrant Inmates	Establish guidelines how department personnel should handle recalcitrant inmates.	X					5-05/090.05; Handling Insubordinate, Recalcitrant, Hostile, or Aggressive Inmates	8th Annual Report (Jun 2010)	OIR
Release of Inmates	Develop an effective notification procedure regarding release of inmates under investigation for other crimes	X					Additional review processes in place prior to release	4th Annual Report (Oct 2005)	OIR
Restraining Orders	Place them against staff based on inmate complaints.			X		Being addressed by legal counsel.			ACLU
Retaliation	Staff retaliates against inmates for talking with ACLU	X					Inmates are monitored but policy against retaliation is in place.		ACLU
Rotation	Rotate the deps at MCJ between floors every 6 months	X					MCJ has had a policy of assignment rotations since January 2011. Division Directive for all Custody Facilities drafted and undergoing approval process.		BOS
Review of cases prior to filing	Review custody related cases involving 148 and inmate assaults on staff more thoroughly, prior to filing.		X			Assessment of current review and case filing process on-going 12/28/11	At CSS for Policy/Directive draft	Presented to CMTF for review 12/27/11	OIR
Safety Checks	Deploy adequate personnel to ensure compliance with T-15 safety requirements	X					Multiple revisions and additional staff added. CDM 4-1/030.00 Inmate Safety Checks. Rev 06/09/11	4th Annual Report (Oct 2005)	OIR ACLU
Searches	Ensure compliance with the new search matrix by placing responsibility on supervisors	X					Policy update: CDM 5-08/010.00 Searches Rev 09/08/11	4th Annual Report (Oct 2005)	OIR
Steel toed boots	Eliminate the use of steel toed boots	X					Policy ammended MPP 3-03/225.00		BOS
Strip Searches	Ensure all custody facilities/ station jails are aware of 4030PC ACLU focused on female strip searches	X					Recurring briefings/ policy/ Command Inspection. CDM 05-08/010.00 Searches and CDM 5-08/060.00 Visual Inspection During Bath Process	19TH Semiannual Report (Feb 2005) pg 62	BOBB ACLU
Strip Searches	Conduct strip searches of inmates, especially gay inmates, in private, side hallways, keeping with LASD Core Values	X					Recurring briefings/ policy/ Command Inspections. CDM 5-08/010.00 Searches and CDM 5-08/060.00 Visual Inspection During Bath Process	5th Annual Report (Nov 2006)	OIR
Supervision	Supervisor should be more aware of what his/her subordinates are doing. BOS emphasis on jail super	X					Custody Operations Division Orientation for Supervisors Implemented (2009). On -going training	8th Annual Report (Jun 2010)	OIR BOS
Title 15 Checks - Scannergate	Concern that Title 15 Checks are not being performed properly	X					The Scanners are rotated periodically for audits. Each Floor Sergeant and Supervising Line Deputy is responsible for ensuring Title 15 requirements are being followed. CDM 4-11/020.00 Uniform Daily Activity Log. Rev 06/07/10. CDM 4-11/030.00 Inmate Safety Checks Rev 06/06/11	29TH Semiannual Report (July 2010) pg 12	BOBB
Training	Force management lessons learned during review - not passed on to Custody Training	X					Implemented by CTU after recommendations in the 17th Report	18TH Semiannual Report (Aug 2004) pg 30-31	BOBB

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Training	Monitor the selection and activities of training staff members	X					Each facility has a training sergeant who oversees facility training staff selections and all locally conducted training for quality. MB was satisfied with certified force instructors at the facility level, as well as CTU general oversight.	21ST Semiannual Report (March 2006 pg 52-58)	BOBB
Training	Re-institute regular 8 hours classes taught by CTU	X					Current curriculum includes 8 hour and 2 hour IFTS. <b>CDM 3-02/050.00 Standards and Training for Corrections</b>	21ST Semiannual Report (March 2006 pg 54-58)	BOBB
Training	Require 6 hours of force within the required 24 hours of STC yearly			X		Limited STC classes offered. Force not mandated as part of training courses. A variety of STC certified force classes are regularly offered, but force is not a mandatory component of annual training. However, specific personnel can be designated for force training based on performance. A web based force class will mandated for viewing/testing. A series is being planned for mandated viewing. It is not STC certified.		21ST Semiannual Report (March 2006 pg 64)	BOBB
Training	Mandate training for Custody FTOs, and give pay or other incentives	X					A 24-hour Custody Training Officer School (CTO) has been a certified STC course in place for quite some time. It will be scheduled twice per yr at minimum and CTO will be mandated to attend.	21ST Semiannual Report (March 2006 pg 61-63)	BOBB
Visiting	Implement Video Visiting	X					IVVS currently being installed at MCJ - pilot program.	26TH Semiannual Report (Feb 2009) pg 65-68	BOBB
Visiting	Implement reservation system		X				IVVS in development with reservation module included - Pilot program underway at MCJ.	26TH Semiannual Report (Feb 2009) pg 65-68	BOBB
Visiting	Visiting Mira Loma: Recommend detainees have physical contact with their families			X		Federal guidelines. Status update is "no" regarding space and funding.		28TH Semiannual Report (Oct 2009) pg 40-41	BOBB
Visiting	Recommend a reservation system (Mira Loma)		X				IVVS in development with reservation module included - Pilot program underway at MCJ.	28TH Semiannual Report (Oct 2009) pg 40-41	BOBB



*Los Angeles County*  
***Sheriff's Department***

Custody Division; Commander Management Task Force  
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[www.lasd.org](http://www.lasd.org)    [CMTFOperations@lasd.org](mailto:CMTFOperations@lasd.org)